DOCUMENT RESUME

ED 279 339 IR 051 810

TITLE Long Range Program, 1987-1991.
INSTITUTION Massachusetts Board of Library Commissioners, Boston.
PUB DATE [86]
NOTE 169p.
PUB TYPE Legal/Legislative/Regulatory Materials (090) -- Viewpoints (120)

EDRS PRICE MF01/PC07 Plus Postage.
DESCRIPTORS Facility Planning; Federal Aid; Grantsmanship; Library Cooperation; *Library Planning; *Library Services; *Long Range Planning; Municipalities; Shared Library Resources; *State Programs; *Statewide Planning
IDENTIFIERS Library Services and Construction Act; *Massachusetts

ABSTRACT

This long-range program, prepared as required by and in support of the Library Services and Construction Act (LSCA), is intended to meet federal funding priorities and support the continuation of programs that have operated successfully in Massachusetts over the last decade. The purpose and background of the program are summarized, and the following aspects of the program are discussed: coordination of library programs; dissemination of information; evaluation; Statewide Advisory Council on Libraries; Massachusetts Board of Library Commissioners; State Library of Massachusetts; regional public library systems; library networks; public libraries; major urban resource libraries; facilities; special libraries; institutional libraries; school libraries; academic libraries; library services to disabled persons, including those who are blind and physically handicapped; community information and referral; education for librarianship; automated technologies for libraries; the library public; the elderly population; and the disabled population. In addition, a section on the Action Program lists detailed goals, objectives, policies, procedures, and priorities for the following Action Program categories: (1) Title I--Library Services; (2) Title II--Facilities; and (3) Title III--Interlibrary Cooperation and Resource Sharing. Grant application policies and procedures are also discussed. Supporting material, which is provided in nine appendices, includes statistical information. (KM)

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PURPOSE

The **Massachusetts Long Range Program (1987-1991)** was prepared as required by and in support of the Library Services and Construction Act, as amended by P.L. 98-480.

> "It is the purpose of this act to assist the States in the extension and improvement of public library services to areas and populations of the States which are without such services or to which such services are inadequate and to assist Indian tribes in planning and developing library services to meet their needs. It is the further purpose of this Act to assist with (1) public library construction and renovation; (2) improving State and local public library service for older Americans, for handicapped, institutionalized, and other disadvantaged individuals; (3) strengthening State library administrative agencies; (4) promoting interlibrary cooperation and resource sharing among all types of libraries; (5) strengthening major urban resource libraries; and (6) increasing the capacity of libraries to keep up with rapidly changing information technology.
>
> Nothing in this Act shall be construed to interfere with State and local initiative and responsibility in the conduct of library services. The administration of libraries, the selection of personnel and library books and materials, and, insofar as consistent with the purposes of this Act, the determination of the best uses of the funds provided under this Act shall be reserved to the States and their local subdivisions and Indian tribes."

In developing this Long Range Program, the Statewide Advisory Council on Libraries (S.A.C.L.), the Massachusetts Board of Library Commissioners' (M.B.L.C.) staff, members of the library community, and users have attempted to incorporate both the spirit and the intent of the legislation in their planning process and in the development of the Long Range Program. As a representative body, the Statewide Advisory Council has been actively involved in both the program development process and the identification of needs.

BACKGROUND OF THE LONG RANGE PROGRAM DEVELOPMENT PROCESS

The practice of the State library agency is to seek advice from the library community for the continued improvement, development, and expansion of the Long Range program.

The Statewide Advisory Council on Libraries appointed five task groups to assist in the development of the **Long Range Program (1987-1991)**. Topics were assigned to the task groups as follows:

Group #1: Literacy; Limited-English Speaking Populations; Disadvantaged Users; Information and Referral Centers

Group #2: Library services to the Institutionalized, the Blind & Physically Handicapped, and the Elderly

Group #3: Public Library Facilities

Group #4: Section A - MURL; Strengthening Metropolitan Libraries

Section B - Interlibrary Cooperation and Resource Sharing

Group #5: Policies and Procedures related to L.S.C.A. program operations; development of measures of adequacy

Each task group was composed of members of the library community, S.A.C.L. members, and consultant staff. The work of the individual task groups was overseen by a Coordinating Committee whose membership included the S.A.C.L. chair, M.B.L.C.- S.A.C.L. liaison, task group chairs, the L.S.C.A. Coordinator, and the Long Range Program Coordinator. Additional meetings were held to solicit input and reaction from representatives of the Regional Public Library Systems and metropolitan librarians and five general informational meetings were held with librarians in each geographic area of the Commonwealth. Drafts of the Long Range Program were reviewed by the Task Groups, Coordinating Committee, S.A.C.L., the library community, and the M.B.L.C. Drafts were also forwarded to the U.S. Department of Education for review and additional consultation and review was conducted by the M.B.L.C. staff under the guidance of the federal program officer assigned to the Commonwealth. The M.B.L.C. approved the **Long Range Program (1987-1991)** on April 3, 1986.

This Long Range Program is based on initial identification of needs on the State level with local input. For effective implementation, however, further local/regional needs identification and documentation will be necessary in order to promote the development of programs responsive to identified needs. This Long Range Program is intended to meet federal funding priorities and to support the continuation of programs which have operated successfully in Massachusetts over the last

decade. Based upon the needs identified by the S.A.C.L., the Network Advisory Committee (N.A.C.), M.B.L.C. staff, and the Long Range Program task groups, other grant/operational programs will be established and the process for future program development is being implemented as part of this Long Range Program.

This five-year Long Range Program will be reviewed and revised annually by the S.A.C.L. and M.B.L.C. staff in consultation with appropriate individuals and agencies. Revisions to the Program will be based upon periodic evaluations of the effectiveness of Titles I, II, and III programs and projects.

COORDINATION OF LIBRARY PROGRAMS

The policy of the Massachusetts Board of Library Commissioners is to facilitate the coordination of library programs among the various types of libraries.

Coordination of programs with and among school media centers, public, academic, special, institutional libraries, and libraries serving the handicapped is accomplished via representation on the Statewide Advisory Council on Libraries, the Network Advisory Committee, and through meetings with Regional Administrators, representative groups, and professional associations, and through wide dissemination of information about L.S.C.A. programs.

Coordination of all types of libraries within an area, whether that area be local, regional, statewide, or interstate, is encouraged through meetings with individuals and groups engaged in cooperative activities, particularly with automated network consortia. Formal cooperative agreements are encouraged when appropriate for individual grant awards.

The state library administrative agency cooperates with and facilitates coordination among other state agencies. Board staff work with the Massachusetts Commission for the Blind in efforts to improve services to the certified blind through the regional library at the Perkins School for the Blind in Watertown. Staff also meets regularly with institutional librarians from the Departments of Correction, Public Health and Mental Health to discuss service and program concerns. Recently the Board has been working with the Massachusetts Corporation for Educational Telecommunications to plan and coordinate a CATV (cable) vehicle for a statewide literacy program. As always, there are communications between the state library administrative agency and the State Library and Archives concerning storage and access of state documents.

DISSEMINATION OF INFORMATION

The practice of the Massachusetts Board of Library Commissioners is to make available the information related to programs, projects and evaluations conducted relative to the Library Services and Construction Act.

-Copies of the Long Range Program were distributed to each public and academic library. Additionally, special, institutional, and school libraries, and libraries for the handicapped actively involved in the numerous Massachusetts organizations and associations were provided draft copies of the document upon request.

-Annual updates to the Long Range Program, the Basic State Plan, and the Annual Program are available for public inspection at the M.B.L.C. offices and approved copies are distributed to appropriate individuals, agencies, and organizations.

-Each year, the M.B.L.C. publishes the L.S.C.A. Special Projects Report which highlights projects funded with Title I monies. These descriptions include evaluations of the projects.

-Information about L.S.C.A. Title I and Title II grant programs is distributed to all public libraries and to other appropriate qualified applicants. Information about Title III grant programs is distributed to all representative members of the Network Advisory Committee and other appropriate cooperatives.

-Other information relating to programs, projects, and evaluations conducted in conjunction with the Long Range Program is published in M.B.L.C. Notes, a regular publication of the State agency, and through the development and publication of other pertinent informational materials.

-Individual projects' programs and reports (including project evaluation) are available for review at M.B.L.C. offices.

EVALUATION

Programs and projects implemented under the Long Range Program are regularly evaluated by the Massachusetts Board of Library Commissioners, the Statewide Advisory Council on Libraries, the Network Advisory Committee, and professional staff specialists employed by the M.B.L.C. as follows:

-The Board of Library Commissioners and its staff regularly gather, analyze, and publish data related to library services, staffing, and materials allocations and financial support. This data analysis provides the information base used to measure trends in library services and support. Automated procedures are used to facilitate the continuing evaluation, modification, and updating of base information.

-Recipients of L.S.C.A. Title I and Title III projects awarded by the Massachusetts Board of Library Commissioners are required to submit quarterly, end-of-project, and final reports which include evaluative data.

-Periodic surveys and evaluations of L.S.C.A. Title I special projects will be conducted.

-Periodic surveys and evaluations of L.S.C.A. Title II projects will be conducted.

-Periodic surveys and evaluations of L.S.C.A. Title III projects will be conducted.

-As appropriate the State library administrative agency incorporates into the evaluation process the various standards and/or guidelines established by professional and regulatory organizations including, but not limited to:

A.C.A. Library Standards for Juvenile Correctional Institutions, 1975.
A.C.A. Library Standards for Adult Correctional Institutions, 1981.
A.I.R.S. National Standards for Information and Referral Service, 1978.
A.L.A. Minimum Standards for Public Libraries, 1966.
A.L.A. Standards for Library Functions at the State Level, 1985.
A.L.A. Standards for Library Services in Health Care Institutions, 1970.
A.L.A. Media Programs, District and School, 1975.
A.L.A. Public Library Mission Statement and Imperative for Service, 1979.
A.L.A. Standards for Jails and Detention Facilities, 1981.
A.L.A. Revised Standards and Guidelines of Service for the Library of Congress Network for the Blind and Physically Handicapped, 1984.
M.B.L.C. Massachusetts Standards for Patients' Library Service, 1984 (covers Departments of Public Health, Mental Health, and County Hospitals).
M.B.L.C. Automated Resource Sharing in Massachusetts: A Plan, 1983.

Throughout the period of the program, progress toward achieving stated goals and objectives is continuously monitored by the M.B.L.C., its staff, the Statewide Advisory Council on Libraries, the Network Advisory Committee, and other appropriate individuals, agencies, and organizations. Periodic revision and amendment of the program will be completed as required by federal regulation.

STATEWIDE ADVISORY COUNCIL ON LIBRARIES

A Statewide Advisory Council on Libraries has been appointed by the M.B.L.C. to advise the state agency on the development of the State Plan, the Annual Program, the Long Range Program, and related policies and to assist the state agency in the evaluation of related library programs, services, and activities.

The twelve appointees to the Council represent public, school, academic, special, and institutional libraries, libraries serving the handicapped, and library users including the disadvantaged.

MASSACHUSETTS BOARD OF LIBRARY COMMISSIONERS

The Massachusetts Board of Library Commissioners (M.B.L.C.) is the State library administrative agency for the Commonwealth of Massachusetts and, as such, has the statutory authority and responsibility for leadership in the development and improvement of Massachusetts library resources and services.

The statutory framework within which the Board operates is detailed in Massachusetts General Laws, Chapter 15, Sections 9-11 and in Chapter 78, Sections 14-31. The Board consists of nine members appointed by the Governor for terms of five years. The policies established by the Board are carried out by Agency staff.

The organization of the Agency staff reflects the statutory responsibilities and policy priorities of the Board. The State funded Library Incentive Grant/Direct State Aid Program for Public Libraries and the Regional Systems' programs are coordinated by Agency staff units which certify public libraries' compliance with minimum qualification standards for grant participation and monitor the Regional Systems' activities under the terms of the regulations and contracts which govern their operations.

A major Agency staff unit is devoted to the development of library services and programs to unserved and underserved populations and areas, and to the coordination of activities performed in relation to the Library Services and Construction Act. The L.S.C.A. unit has program specialists who are assigned to the development of library services to the blind and physically handicapped, state institutions, disadvantaged persons, the elderly, the illiterate, other unserved groups and the development of library facilities. Additional personnel deal with non-print media.

The Board's planning and evaluation staff develop the information bases and measurement tools necessary for analysis of statewide, regional, and local library resources and services. Their data and data analysis provide the information used by local librarians in their own planning and evaluation activities.

Informational support for all M.B.L.C. activities is provided through the collection services unit and a technical processing section. An administrative services unit coordinates the Board's personnel, fiscal policies, and public information services.

Two programs of the state library administrative agency are supported, in part, with L.S.C.A. Title I funds. L.S.C.A. administration is responsible for the overall management which initiates, plans, organizes, controls and evaluates the activities for the accomplishments of the objectives of the Long Range Program submitted under the Library Services and Construction Act. Administration is also responsible for information dissemination concerning this federal program, and provides support for the activities of the Statewide Advisory Council on Libraries. In addition, L.S.C.A. funds are used to strengthen the capacity of the state library administrative agency to meet the needs of the people of the State.

L.S.C.A. ADMINISTRATION NEEDS

- funding for financial management of the program, including indirect costs and audit costs
- funding for physical space to house the administrative activities
- funding to support the activities of the Statewide Advisory Council on Libraries including travel, supplies, postage and telephone costs
- funding to support the activities of administrative personnel including travel, supplies, equipment, postage and telephone costs
- funding for contractual services for specific management activities such as surveys that will may be used for administering the program
- funding for printing and disseminating information related to the federal program to libraries in the state

STRENGTHENING THE STATE LIBRARY ADMINISTRATIVE AGENCY NEEDS

- funding for personnel and their associated direct costs
- funding to support the activities of the personnel involved in this program, including travel and staff development costs
- funding to add to the print collection used by state library administrative agency personnel to support their activities in improving services to libraries in the state

STATE LIBRARY OF MASSACHUSETTS

The State Library of Massachusetts was organized in 1826 to provide library service to the Governor and other Constitutional officers of the Commonwealth, and to members of the General Court and their staff. The State Library is independent of the M.B.L.C. It is governed by a Board of Trustees composed of the Senate President, the Speaker of the House, and three persons appointed by the Governor. The authority to manage the State

Library is delegated by the Trustees to the State Librarian who is also appointed by the Governor. The statutory framework for the State Library is found in Massachusetts General Laws, Chapter 6, Sections 33-39A.

The primary purpose of the State Library is to meet the information and research needs of the executive and legislative branches of state government. The library's collection of Massachusetts government publications is the most complete in existence with comprehensive holdings of executive agency publications, reports of cities and towns, selected federal publications, and other materials related to the Commonwealth.

REGIONAL PUBLIC LIBRARY SYSTEMS

The concept of the regional library systems was recognized as a necessary element in the development and expansion of public library services shortly after the turn of the century. In 1911 the Massachusetts Free Public Library Commission (the present Board of Library Commissioners) subscribed for library privileges at the Berkshire Athenaeum in Pittsfield on behalf of ten small towns in Berkshire County. The total cost of this first experiment in cooperation was $50.00. In the same year a committee was formed to explore ways in which larger libraries might be of assistance to smaller libraries.

Although several cooperative efforts were established in the western part of the state in the thirties and forties, it was passage of Chapter 760 of the Acts of 1960 (Massachusetts General Laws, Chapter 78, sections 19C and 19D) which authorized the Board of Library Commissioners to establish a comprehensive statewide program of regional public library service supported by State funds appropriated on a per capita basis. Rules, regulations and guidelines delineating procedures for the establishment and operations of the systems were promulgated by the Board. In 1962, contractual agreements established the Western Region while the Central Region was established in 1963. The Eastern Region was established during 1966 and 1967.

The regional systems support local public libraries with interlibrary loan, reference and research services, lending of films and other audiovisual materials and equipment, centralized purchasing of supplies, bookmobile services and deposit collections, technical services support, consultant and technical assistance, and other services. All three regions have allocated resources to expand and improve interlibrary loan and information retrieval services by applying computer technology.

Each municipality participating in regional activities belongs to the Regional Advisory Council (RAC) which is governed with bylaws approved by member libraries and the Board of Library Commissioners. Members annually elect officers and other delegates forming the Executive Committee which conducts business supported by several standing committees. Regional activities

and responsibilities are delineated in the annual Plan of Service, and resources are allocated through an annual budget. Both documents are developed by the contracting libraries and the RAC's Planning and Budgeting Committee for consideration by the RAC Executive Committee and for action by the Board of Library Commissioners.

Currently, the Regional Public Library Systems are organized as follows:

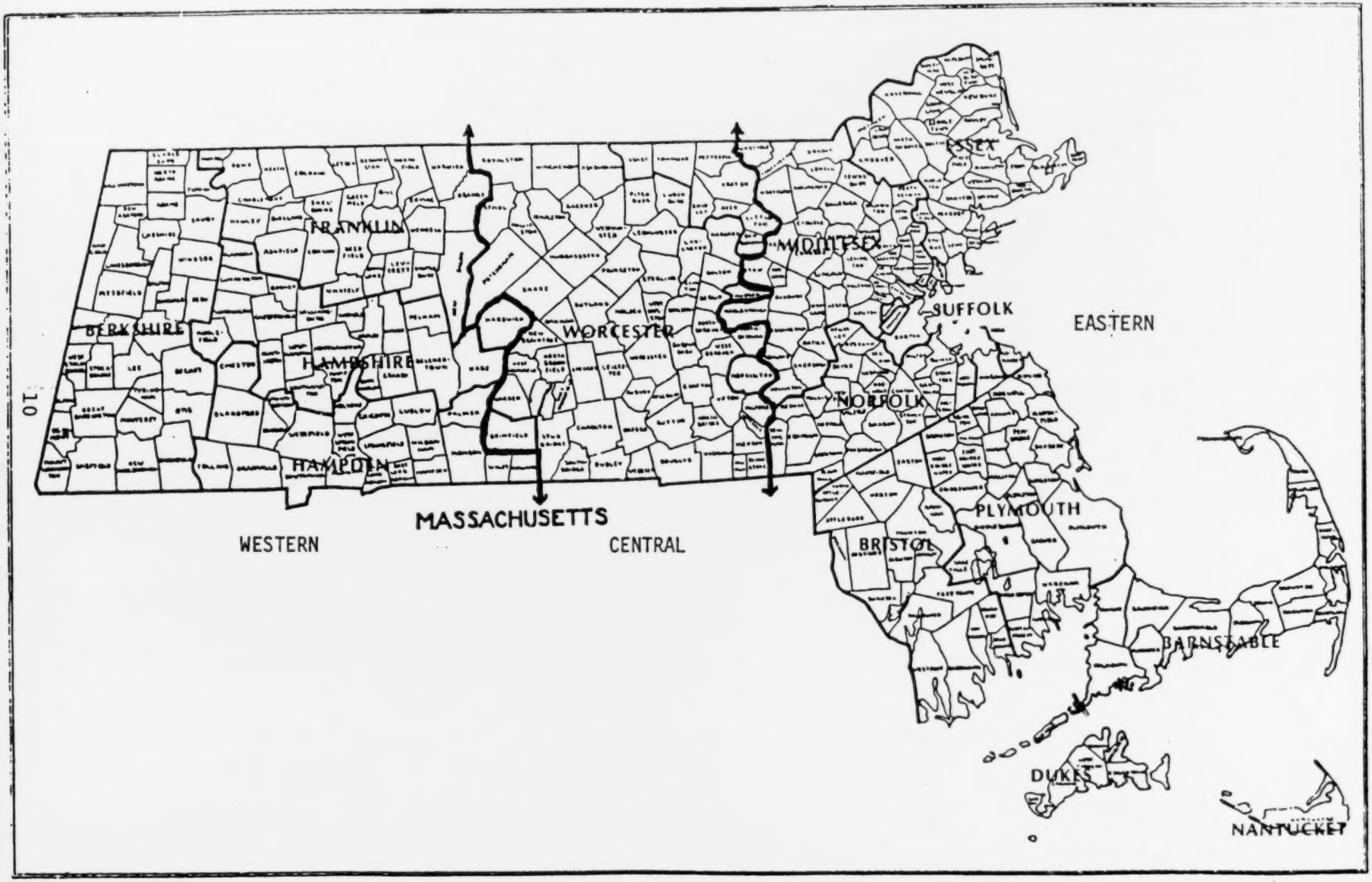
Region & Location	Subregional Libraries
Eastern Region Boston Public Library 200 member libraries	Andover, Wellesley, Quincy, Taunton, New Bedford, Falmouth, Boston
Central Region Worcester Public Library 70 member libraries	Fitchburg
Western Region Hatfield, Massachusetts 101 member libraries	Pittsfield, Springfield, Northampton

The accompanying map on page 10 indicates the geographic areas served by the individual Regional Public Library Systems.

Library of Last Recourse

In 1970 the Boston Public Library was designated by legislation (Massachusetts General Laws, Chapter 78, Section 19C, paragraph 4) as the library of last recourse for reference and research services for the Commonwealth. At that time a State appropriation of $100,000 was provided to Boston. In the past decade the legislation was amended to calculate the appropriation on a per capita basis replacing the original flat rate. For additional information, refer to Action Plan, 1.700. Library of Last Recourse.

REGIONAL LIBRARY SYSTEMS



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LIBRARY NETWORKS

As society becomes increasingly information productive and information dependent, few libraries are able to provide for the vast informational needs of their constituents. Cooperative resource sharing among libraries is essential to the provision of adequate levels of information access to users. A network of resource sharing cooperatives would increase the effectiveness of all participants, especially when the use of automated technologies is incorporated.

In an effort to cooperatively plan for automation in Massachusetts, the M.B.L.C. and the Massachusetts Conference of Chief Librarians of Public Higher Education Institutions (MCCLPHEI) agreed to develop a survey which would assess the library community's priorities with respect to resource sharing. This needs assessment was viewed as an opportunity for libraries to participate in identifying issues that would serve as a focus in the establishment of a committee charged with developing the elements of a statewide resource sharing plan. Responses would become part of a process to create the agenda of issues requiring attention on the state level.

Results of the needs assessment yielded eight high priority needs:

Rank	Need:
1	Union lists of serials on statewide/regional/local basis
2	Online catalogs for resource sharing (interlibrary loan capability)
3	Support of capital costs for library participation in networks
4	Development of a statewide plan for library automation
5	Automated circulation systems on a statewide/regional/local basis
6	Development of networks and interfaces among networks
7	Access to bibliographic utitlities
8	Training/workshops on automation

The M.B.L.C./MCCLPHEI Committee expanded to include other representatives from public, academic and special library sectors. Members agreed that the significant rate of return on the questionnaires and the strength shown by the "statewide

automation plan" priority reinforced the need for a planning effort. As a result the Committee reorganized itself into a smaller working group charged with drafting the State's automated resource sharing plan.

In 1983, the M.B.L.C. approved a plan for the establishment of a statewide automated resource sharing network for libraries. The planning document, Automated Resource Sharing in Massachusetts: A Plan, sets forth a conceptual framework within which public, academic, school, and special libraries can use computer technology to improve their resource sharing efforts.

In its simplest definition, a library network is a mechanism which facilitates the sharing of resources of its member libraries for the mutual benefit of their collective clientele. Objectives of a network summarized briefly are:

-shared access to collections through expanded interlibrary loan and reciprocal borrowing privileges;

-coordinated collection development to avoid unnecessary duplication of materials;

-shared access to bibliographic data; and

-continuing education and development of personnel technical expertise.

The computer's role in resource sharing networks is one of mediation between the need to economize and the need to expand services to meet ever-increasing user demands. Computers provide the processing capabilities required for effective and efficient information retrieval in terms of response time, storage capacity, and the linkage and switching among network components.

Automated resource sharing networks are established to collectively provide three activities related to the goal of cost-effective increased access:

-search services - database files which provide the searcher with bibliographic citations, abstracts, and/or full text;

-cataloging/interlibrary loan services - shared database files of machine readable bibliographic records indicating library ownership; and

-circulation/interlibrary loan services - database files of machine readable bibliographic records which indicate loan availability status in addition to ownership.

The foundation of the network concept is the development of cooperative systems of libraries based on geographic proximity, collection strengths, or other criteria. Each cooperative system designates central responsibility for coordinating the internal activities of that cooperative, and for serving as the access

point to and from other cooperatives. The library network concept for Massachusetts is based upon the electronic linkage of independent cooperatives with formally adopted hierarchical protocols. A hierarchical network structure will improve the means for fulfilling an individual's information needs through his/her own local library's outward and upward search for that information.

Since the development of the previous Long Range Program, there has been substantial development in the establishment of automated library cooperatives. L.S.C.A. funds have made possible the planning, development, and expansion of the following automated cooperatives:

Cooperative	Year funded	Composition (by type)
Automated Bristol Library Exchange (ABLE)	1985	public
Central/Western Mass. Automated Resource Sharing (C/W MARS)	1982	public, academic, special
Minuteman Library Network (MLN)	1983	public, academic
Merrimack Valley Library Cooperative (MVLC)	1982	public
North of Boston Library Exchange (NOBLE)	1980	public, academic, special
Old Colony Library Network (OCLN)	1985	public
University of Lowell Collaborative	1985	academic, special

Additionally, L.S.C.A. funds have been used to expand and develop automated regional union lists of serials in central and eastern Massachusetts.

The statewide multitype network will be guided by a Network Advisory Committee (N.A.C.) composed of representatives of libraries participating in the network and professional and administrative library organizations. Members are appointed by

the M.B.L.C. including:

1. a representative recommended by the members of each automated circulation/ILL cooperative;

2. representatives recommended by the participants of each Information Network Center;

3. two representatives from the Statewide Advisory Council on Libraries recommended by the Chairperson;

4. two M.B.L.C. staff members recommended by the Director;

5. the Regional Administrators of the Regional Public Library Systems;

6. the Chairpersons of the Regional Public Library Systems' standing Automation Committees;

7. a representative of the Massachusetts Conference of Chief Librarians of Public Higher Education Institutions (MCCLPHEI) recommended by the Chairperson;

8. a representative each from the Massachusetts Library Association, the Massachusetts Association for Educational Media, and a Massachusetts member each from the Boston Chapter of the Special Libraries Association and the New England Chapter of the Association of College and Research Libraries, recommended by their respective presidents;

9. a Massachusetts representative from each cataloging/ILL service recognized as such by the M.B.L.C.; and

10. a representive recommended by the Chairperson of each of the formally organized Massachusetts library resource sharing consortia/cooperatives recognized by, and registered with the M.B.L.C.'s Library Development Unit.

The Network Advisory Committee is organized under membership-developed Operational Guidelines. This document details the duties and responsibilities of the N.A.C., the criteria for membership, the role of the Executive Committee, and the purposes and responsibilities of eight standing committees.

The N.A.C. is in a position to fulfill its responsibilities under L.S.C.A. by serving in an advisory capacity to the State library administrative agency and the S.A.C.L. in planning and taking other steps toward the development of cooperative library networks; and for establishing, developing, expanding, and operating local/regional/intrastate cooperative networks of libraries.

PUBLIC LIBRARIES

Massachusetts has a long history of providing public library services to its residents. In 1839, Horace Mann, then Secretary of the Board of Education, reported that there were from ten to fifteen town libraries which contained three to four thousand volumes and the total number of volumes was about 300,000. These books could be used by about 1/7th of the State's population. By 1891, 175 municipalities had town libraries and 248 cities and towns contained libraries in which the residents had user rights or free privileges. Development has continued over the past century.

Presently, the 5,737,037 Massachusetts residents living in one of the Commonwealth's 351 cities or towns are in a somewhat unique situation in that all but four of those towns have at least one separately constituted public library with its own governing board. The 1,663 individuals (.03 % of the state's population) without local public library service reside in Hawley, Montgomery, New Ashford, and Washington. These communities are located in the western portion of the state and are eligible for, and currently receive, bookmobile delivery service from the Regional Public Library Systems. Hence, all Massachusetts residents have access to some type of library service.

Over the past several years there has been a steady increase in the total operating income of local public libraries including locally appropriated funds. The total operating expenditures of local public libraries have also increased.

STATISTICS OF PUBLIC LIBRARIES STATEWIDE
SUMMARY FOR SELECTED INDICATORS, FY 82-84
(per capita figures in parentheses)

FY	No. of Reptg. Libs.	No. of Reptg. Muns.	Total Operating Income $	Appropriated Municipal Income $	Total Operating Expenditures $
1982	349	319	60,930,302 (10.85)	57,379,771 (10.22)	59,513,445 (10.60)
1983	341	314	66,446,313 (11.89)	62,451,848 (11.18)	64,449,491 (11.54)
1984	343	316	71,306,842 (12.72)	67,354,474 (12.02)	69,740,452 (12.44)

There has been a corresponding increase in local per capita expenditures for salaries and materials, as well as an increase in the number of full time equivalent employees engaged by local public libraries.

STATISTICS OF PUBLIC LIBRARIES STATEWIDE
SUMMARY FOR SELECTED INDICATORS, FY 82-84
(per capita figures in parentheses)

FY	Salary Expenditures $	Materials Expenditures $	Holdings	FTE
1982	41,201,035 (7.34)	9,111,205 (1.62)	25,683,464 (4.54)	3365
1983	44,215,363 (7.91)	10,721,444 (1.92)	25,974,565 (4.60)	3482.7
1984	47,682,511 (8.51)	11,307,680 (2.02)	26,397,755 (4.67)	3561.5

Despite increases in holdings and in per capita expenditures, there has been a decrease in per capita circulation of materials from 5.92 in 1982 to 5.53 in 1984.

Local public libraries become eligible to participate in the Library Incentive Grant/Direct State Aid Program by meeting the standards and regulations established by Massachusetts General Laws, Chapter 78. The Commonwealth has appropriated $2,869,591 for the 1985 Program. As a supplement to that program, $1,500,000 has been distributed on a per capita basis to all Massachusetts municipalities with libraries.

There are currently 302 Massachusetts public libraries in compliance with the state aid regulations (87% of total public libraries). Public libraries receiving Library Incentive Grants/Direct State Aid have completed the phased implementation of the minimum standards for public library services which require that grant recipients extend basic library services to residents of other municipalities in the Commonwealth on a reciprocal basis. As a result, Massachusetts residents have access to the basic services and materials of any state aid grant recipient library in the Commonwealth.

A number of user and institutional needs have been identified by the S.A.C.L., Task Groups, the staff, and members of the library community. These needs follow in generic non-prioritized form.

USER NEEDS

- Information about community based resources and services
- Legal, consumer and health care information
- Materials in a variety of formats
- Research materials
- Trained and sensitive staff

- Materials for recreational and cultural purposes
- Structure for the articulation of user needs
- Access to information and data bases
- Accessible hours
- Timely response to information/ materials requests
- Knowledge of library resources and programs
- Understandable arrangement and organization of materials
- Basic and high interest/low vocabulary materials
- Materials supporting or supplementing other programs
- Timely and accurate materials
- Business information
- Occupational and employment information
- Skills development materials
- Accessible library location, facilities and parking
- Freedom to select from a wide variety of materials
- Adequate and easy to use facilities

LIBRARY NEEDS

- Ability to meet ranges of user capabilities and interests
- Adequate financial resources
- Adequately trained and sufficient staffs
- Adequate, appropriate and accessible library facilities
- Long range planning and systematic assessment of library effectiveness
- Coordination and cooperation between libraries and other information providers
- Coordination and cooperation between libraries and community service agencies, business and industry
- Access and utilization of technology
- Community understanding of library role and function
- Informed, articulate and independent Board of Library Trustees
- Ability to develop and implement alternative programs of service delivery
- Effective publicity programs
- Adequately compensated staffs and the provision of career ladders

- Access to collections and resources beyond the scope of the local library as provided by the Regional Public Library Systems, Major Urban Resource Libraries, and the Library of Last Recourse.

- Development of quantitative/qualitative standards by professional organizations that can be effectively used at the local level.

Massachusetts public libraries serve a wide variety of population sizes ranging from less than 100 persons to the 562,994 residents of Boston. The following chart illustrates this distribution in seven population groups and the three regional library systems.

POPULATION	East	Central	West	TOTAL #
1-1,999	8	8	56	72
2,000-4,999	20	19	14	53
5,000-9,999	41	22	12	75
10,000-24,999	62	18	10	90
25,000-49,999	32	2	6	40
50,000-99,999	16	-	2	18
100,000 +	1	1	1	3
TOTAL	180	70	101	351

This size distribution in combination with financial and geographic variances has a causal effect on the types, quality, and variety of library programs/services offered by individual community libraries. The services/resources of the Regional Public Library Systems, the Major Urban Resource Libraries, and the Library of Last Recourse are intended to supplement local library efforts and to provide levels of service and/or resources beyond the scope of the local institution.

In Massachusetts, public libraries are governed by Boards of Library Trustees. These Boards are elected by the Town, appointed by the administrative authority of the City, or in the case of public/private libraries are either self-perpetuating or elected by a corporate body. On public Boards of Library Trustees, the number of members must be divisible by three. There are over 2,500 public library trustees in Massachusetts.

Libraries usually exist within larger institutional, political or other structures - public libraries in municipalities, academic libraries in colleges and universities, school libraries in schools and school districts, or special libraries in corporations. In many cases, social, political, economical and other factors which influence the larger structures are "passed along" to the libraries and affect the services they offer. "Defining" or "measuring" inadequacy in libraries must consider both the capability of the library to assess and meet their needs, and the library's support from its parent structure.

Although there are no precise measurements concerning inadequacy, there are statistics which are useful in learning about a library's capability to offer and deliver services. Using municipal and public library data from fiscal year 1984 (1 July 1983 - 30 June 1984), the state library administrative agency began a systematic study of inequality in the distribution of taxable property as it relates to inequality in municipal library support and activity indicators such as municipal appropriations for library services. Refer to the Action Program, 1.150. Public Library Areas With Inadequate Services and Appendices A-D for a detailed description of the methodology and results of that study.

MAJOR URBAN RESOURCE LIBRARIES

Major Urban Resource Libraries (MURLs) are responsible for meeting user needs beyond the local library's ability or scope. MURLs, because of the value of their collections, need special assistance to furnish services at a level required to meet the demands made both by individual users and by other libraries. Broad collection development practices and collection preservation are major concerns of Major Urban Resource Libraries. MURLs serve users through the region in which the designated MURL is located. Massachusetts MURLs are the public libraries of Boston, Springfield, and Worcester. See: Action Program Section 1.400.

LIBRARY NEEDS

- Specialized professional reference staff
- Materials resources developed to a depth and breadth adequate to meet the needs of the assigned geographic area
- Bibliographic access to other library collections
- Adequate storage and user space
- Extensive hours of service
- Support for preservation of materials, including binding and preserving through microforming
- Funding to support the services provided individuals and libraries outside the immediate financial/governmental jurisdiction
- State and regional Support
- Efficient communications networks
- Efficient delivery systems

FACILITIES

There are presently over 422 public library facilities in Massachusetts. Each of the 351 cities and towns except four have at least one library facility. Several communities are served by more than one public library and most of the major municipalities have a number of branches or service points.

In the fall of 1984, M.B.L.C. staff conducted an investigatory survey to determine basic information relating to public library facilities within Massachusetts. A total of 310 municipalities responded and submitted surveys for main and branch library buildings. A preliminary tabulation of this survey instrument produced some basic information relating to Massachusetts public library facilities.

Survey results indicated that a large percentage of library facilities are over twenty years old and that many of these have never had a renovation or addition since the date of construction.

CONSTRUCTION DATE		NO ADDITION	NO RENOVATION
Pre 1875	52	21	29
1876-1900	90	50	56
1901-1925	116	65	69
1926-1950	53	42	35
1951-1965	36	26	16
1965-	66	53	59

A total 81 of these structures were not originally constructed as public library facilities. The original use ranges from carriage house, school, supermarket, or church to private residences.

Of the responses, 211 did not consider themselves to be accessible to disabled persons. Awareness concerning accessibility has increased in the last year partially in response to the implementation of regulations posed by General Revenue Sharing. Many libraries have participated in their communities review of facilities. A total of 123 libraries had undertaken some form of accessibility modification.

The need for improved public library facilities was further substantiated by the participation level in the FY 1985 L.S.C.A. Title II grant round. Seventy-one Intent-to-Apply forms were submitted. Of this seventy-one, twenty-two final applications were filed representing over $15 million dollars in total project costs. The projects ranged from new construction to accessibility related renovation.

Largely because of the age of the public library facilities in Massachusetts, it is difficult to provide effective and efficient library services to a community's residents. Although many of the the physical facilities are architectural and historically significant; they do not provide a balanced combination of function, useability and attractiveness. The

following tend to be problem areas in many of the Commonwealth's library facilities:

- Lack of adequate seating
- Inadequate lighting
- Lack of adequate storage areas
- Poor or inadequate signage
- Poor or inadequate HVAC systems
- Inadequate or dated utility services
- Lack of or inadequate program areas
- Physical inaccessiblity
- Lack of adequate shelving
- Poor acoustics
- Lack of adequate work space
- Lack of or inadequate parking
- Lack or inadequate service areas

Library users are faced with imposing steps and facades; grand entrance halls; confusing stack arrangements; crowded conditions; lack of physical access; aged systems and other conditions which do not promote a comfortable or practical use of the facility by a diverse population that is represented in most communities. A number of Massachusetts public libraries do not have meeting/program rooms which could be utilized by the public.

This lack of adequate facilities is compounded by fiscal restraints in many communities and strong community ties to existing buildings.

SPECIAL LIBRARIES

The Special Libraries Association (S.L.A.) defines a special library as one maintained by an individual corporation, association, government agency or other group for the purpose of collection, organization, and dissemination of information, and devoted primarily to a special subject with specialized service to a specialized clientele.

The specialized clientele which may be in an industrial, commercial, non-profit, school, academic, or public library setting require in-depth assistance with readily available materials and information sources.

The S.L.A. Boston Chapter which draws 87% of its membership from Massachusetts and the remainder from Maine, New Hampshire, and Vermont, is the primary professional organization representing special libraries. In addition to providing continuing education and programs of topical interest, the Chapter has published the Directory of Special Libraries in Boston and Vicinity, 1983 and a Union List of Serial Holdings, 1980. According to the 1983 Directory, there are 357 special libraries in Massachusetts.

Special libraries are represented and participate on the Board of Library Commissioners' committees including the Statewide Advisory Council on Libraries and the Network Advisory Committee.

INSTITUTIONAL LIBRARIES

There are four state-level departments under the Executive Office of Human Services responsible for operating programs/facilities for institutionalized persons in Massachusetts. They are:

Department	Number of Facilities	Daily Population	Prof. Library Staff	1984 Average Mat. Exp. Per Capita
Correction	20	6,600	10	$4.84
Mental Health/ Mental Retardation	29	9,805	19	$1.97
Public Health Hospitals	7	1,527	7	$4.32
Youth Services	25	392	NO LIBRARIES	

NOTE: One of the professional staff cited above in the Department of Correction is the position of Coordinator of Library Services. This position oversees the development of library services within the Department and provides consultant and other services to individual institutions.

Thirteen of the twenty correctional facilities, four of the seven public health hospitals and thirteen of the twenty-nine mental health/mental retardation facilities have client libraries.

In addition to these state facilities, there are sixteen county jails which have a combined average daily population of 3,800. Only three of these provide library service. These programs have been developed as a result of L.S.C.A. sponsored cooperative programs with local public libraries.
The Massachusetts Board of Library Commissioners has long been involved with the establishment and development of library services within institutions. This activity was authorized by the General Court in 1924 and has continued at various levels over the years. Programs for institutionalized residents of Massachusetts have improved over the past several years. Many of the programs were either established or enhanced by L.S.C.A. grant awards totalling approximately $690,000. These funds have had a profound effect on the development of this targeted service area. However, the level of service offered to the institutionalized varies greatly among the various departments and among the facilities within the departments. To provide additional assistance and measurement, Massachusetts Standards

for Patients' Library Service were developed by a team of institutional librarians and M.B.L.C. consultants. These standards have been approved and authorized by the M.B.L.C.

Cooperative programs between public libraries and state and community colleges are bridging some of the gaps in services to the institutionalized. Most correctional facility libraries have cooperative agreements for interlibrary loan with their local public libraries. Community and state colleges provide educational support materials and programs to correctional facilities, and the hospital libraries cooperatively exchange both patient and professional reading materials.

In 1984, between 45,000 and 54,000 chronic mentally ill persons resided in local communities rather than in institutions or hospitals. Approximately 20,000 individuals with either chronic mental illness or developmental disabilities have been "de-institutionalized", that is, moved from state institutions to community-based facilities. A number of public libraries have developed programs for the emotionally or developmentally disabled person, especially when there is a community-based program. In addition, the corrections system releases approximately 2,000 ex-offenders to the community each year, as well as placing numbers of inmates in community-based centers and half-way houses. The de-institutionalization of many former state mental health and public health hospital patients has had an impact on both correctional facilities and local community facilities including libraries. Many former patients end up in correctional facilities and others who are unable to provide for their own physical needs seek shelter in urban public libraries.

The library needs of the institutionalized and the libraries serving them are similar to those of the general population except that they become intensified by the institutional isolation. In addition, there are needs unique to institutional residents and the libraries which serve them.

USER NEEDS

-Adequate and appropriate materials on a remedial level including occupational guidance, coping skills
-Availability and freedom to obtain needed materials
-Foreign language materials
-Adequate and appropriate materials in a variety of formats
-Ability to easily access library collections
-Adequate and appropriate materials at a variety of skill levels

LIBRARY NEEDS

-Coordination of programs
-Adequate financial support
-Standardization of position classification, financial support, and reporting structures
-Method of handling gift materials, especially from publisher overstock programs
-Communication with other libraries and librarians

-Community based information
-Programs, services, and materials beyond those defined in standards or determined to be adequate, such as literacy and basic skills development
-Adequate staffing with qualified personnel
-Access to library networks and resources
-Support programs of the individual facility
-Recruitment of librarians to this field
-Support for non-traditional or innovative programs and services

SCHOOL LIBRARIES

Massachusetts schools are organized into several different types:

- Local Public School Systems. These schools are administered by a city or town school committee and the expenses are paid by municipal taxation supplemented with State Aid.

- Institutional Schools. The Institutional Schools are administered by the Massachusetts Department of Education. Expenses are paid by state appropriation.

- Independent Community Vocational Schools. These schools are administered by a board of trustees; expenses are paid by the city in which the school is located.

- Academic Regional Schools. These schools are administered by regional school committees; expenses are divided among member cities and towns on a pre-arranged agreement.

- Vocational-Technical Regional Schools. These schools are administered by regional vocational-technical school committees; expenses are divided among member cities and towns by a pre-arranged agreement.

- County Agricultural Schools. These schools are each administered by a board of trustees; expenses are paid from county tax assessments.

- Non-Public Schools. This category includes both parochial and private schools.
- Educational Collaboratives. These are formed through an agreement among two or more school committees to provide educational programs or services for their member school systems.

The National Center for Educational Statistics reported in the Digest of Education Statistics, 1983-1984 that there were 404 school districts in Massachusetts. There were 996,555 students enrolled in public elementary and secondary schools. There were 138,333 students enrolled in private elementary and secondary schools. In 1981, there were a reported 859 library media

specialists employed in public school settings.

School library media centers and their staffs have suffered considerably in the past several years. With the separation of the Bureau of Library Extension from the Massachusetts Department of Education and the consolidation of the ESEA program, there has not been a comprehensive development of school library media centers on the state level. Many informational resources and data-gathering services have not been conducted for many years. The last evaluation of school library media centers was conducted in 1971. Since this survey, no comprehensive or substantive surveys on a statewide level have been conducted to provide qualitative or quantitative data which would provide basic comparative information.

There are no known state monies that are specified for the development of school library media centers. Federal funds have provided the only substantial supplement to local monies. In 1977, ESEA, Title IVB allocated 59% of its funds for school library resources. This program was eventually merged into a block grant program which placed school libraries in heavy competition with many other school programs. The disposition of monies on the local level is basically discretionary.

Proposition 2 1/2, the tax control measure which limits property taxes to 2 1/2 % of fair market value thereby limiting a municipality's ability to raise revenue, also had a devastating effect on public school libraries in terms of funding for resources and professional staffing. The impact made by professional staff reductions was reflected in a reduced membership in state professional library/media organizations.

The Massachusetts Association of Educational Media has worked for the continued development of school library media centers and the need for adequate and qualified personnel in each of the Commonwealth's schools. However, without the collection of current and comprehensive data, it is difficult to support the need for and to provide a basis for needs assessment or even to establish a framework for planning. The school libraries' dilemma is that they have been denied the means for gathering the data that would help them see where they are and the guidelines to help them see where they are going.

ACADEMIC LIBRARIES

The academic library in Massachusetts has a long history that can be traced to the establishment of a library at Harvard College in the 1630's. This began the development of many fine facilities and collections that are key to the educational process. This tradition has been supported by both generous gifts and talented personnel.

The National Center for Educational Statistics in Digest of Educational Statistics, 1983-1984 reported a total of 117

institutions of higher education with the ability to confer degrees at or above the associate degree level. Of these, 31 are public and 86 are privately supported. Community/junior colleges comprise 21 of the total number of institutions. Student enrollment statewide is approximately 417,830 and 262,968 of these students were enrolled on a full-time basis. Of the total, 286,562 were enrolled in undergraduate programs of study. A total of 178,383 were enrolled in public institutions and 239,447 were enrolled at private institutions of higher education in private institutions.

The 1984 Bowker Annual reported that 135 reporting Massachusetts academic libraries had expended $30,652,543 on the acquisition of materials including $19,577,911 on books.

The National Center for Educational Statistics, a unit of the U.S. Department of Education, annually collects statistics on college and university libraries through its Higher Education General Information Survey (HEGIS). The coordinator for this data collection in Massachusetts is the Board of Higher Education. To date, this information has not been utilized in-state to provide a quantitative analysis of the college and university library community.

Both public and private institutions of higher education and their libraries are affected by many of the same factors that impact other public institutions such as financial support, society pressures and the need to blend traditional values and more scientific approaches. The library has long played a key and critical role in the learning environment of higher educational institutions. The future development and status of the academic library both in the public and private sectors are dependent upon the goals and objectives and the resulting curricula of the parent institution, as it interprets current higher educational trends.

Cooperation with and within the academic community is becoming an accepted activity; however, assistance and planning is needed to include non-participating libraries as well as to expand services and promote communication among consortia and other networks. To achieve this end, meaningful data collection of academic library statistics and a description of resources are necessary.

Adequate funding levels for the individual institutions as well as consortia, and resources to provide this funding should be identified to provide continuous service and collection development to meet student and faculty needs.

LIBRARY SERVICES TO DISABLED PERSONS, INCLUDING THOSE WHO ARE BLIND AND PHYSICALLY HANDICAPPED

A host of Massachusetts agencies offer specialized services to the disabled on a statewide basis. Those agencies have been established and expanded under federal mandates, state-level initiatives, and consumer interests.

The Massachusetts Commission for the Blind (M.C.B.), under Chapter 6, sections 129 and 130 of the Massachusetts General Laws (M.G.L.) and in cooperation with the Library of Congress National Library Service for the Blind and Physically Handicapped, is responsible for the distribution of special format library materials and equipment to those who are unable to read conventional print materials. Approximately 80,000 state residents are eligible for participation in this program.

This program has two basic service components; the machine lending agency function and the library materials distribution function. At present, the M.C.B. manages the Machine Lending Agency which loans playback equipment to registered users. The distribution of braille, recordings, and other special format materials is conducted under contractual agreement by the Massachusetts Regional Library for the Blind and Physically Handicapped at the Perkins School for the Blind.

In 1973, a Subregional Library for the Blind and Physically Handicapped was established by the Central Massachusetts Regional Library System at the Worcester Public Library. The Talking Book Library provides services to residents of seventy communities in Central Massachusetts as part of a statewide program.

Services provided by the Regional and Subregional Libraries for the Blind and Physically Handicapped have developed with support from L.S.C.A. funding. In 1984, these libraries loaned over 246,000 books to almost 13,000 patrons.

The M.C.B. and L.S.C.A. have also contributed significant support to radio reading services for the print handicapped in Massachusetts. The nonprofit non-commercial broadcast systems include the Talking Information Center in Marshfield and the recently established Pioneer Valley program in Springfield.

Additional information resources are provided by the Vision Resources Library, established under Massachusetts General Laws, Chapter 15, section 16, which assists the Department of Education and local education agencies in their commitment to educate visually impaired students in the least restrictive environment possible. Curriculum-based materials in appropriate formats are provided to schools statewide.
There are an additional number of public and nonprofit agencies providing information services to print handicapped and other disabled persons, including the Massachusetts Association for the Blind and the Information Center for Individuals with Disabilities.

The 370,000 hearing impaired persons in Massachusetts are assisted by a number of agencies including the Massachusetts Office of Deafness. The Office of Deafness was established in 1974 with the passage of M.G.L. Chapter 6, section 84A, to provide leadership in the delivery of services to the deaf. In 1983, the Deaf Rights Bill which clarified and strengthened the Office's operations was passed. Included in that legislation was a section requiring the Office to purchase telecommunications devices for the deaf and to rent, lease, or sell them to eligible individuals.

Because of the large number of disabled persons living independently, or in community based facilities, the M.B.L.C. has encouraged and funded local public libraries to develop as Access Centers. An Access Center is a library which offers Massachusetts residents within a 20-mile radius a wide range of materials, aids and appliances, reference and referral services, and programs to disabled individuals and those seeking information about disabilities.

Disabled individuals face major problems in daily life - problems due to the physical limitations of the individual, the incapacity of others to respond effectively, and the lack of opportunities presented by the general community.

Communication is a major problem for the disabled. Print, face-to-face conversation, and telecommunications may pose great difficulty for people with visual, hearing, speech, cognitive, or motor impairments. The same barriers confront disabled individuals attempting to socialize. Mobility is another critical problem for the disabled person who wants to function independently in the community and to gain personal enrichment. The mobility impaired require accommodations and alternatives or face isolation and restraint. Equally important are meaningful education and gainful employment opportunities which may be difficult for the community to provide and for disabled individuals to obtain. The nationwide lack of such opportunities has contributed to lower educational levels and greater joblessness among the disabled population. In addition, the disabled seek to preserve their remaining abilities, to cope and adjust, and to maximize their enjoyment of life. For these reasons, physical and mental health are major concerns of the disabled, as well as recreational pursuits and personal fulfillment.

Finally, the ability of the disabled individual to contribute to community life is rarely realized. Access to community facilities is only one of the barriers. The lack of community awareness of the needs and abilities of the disabled has an impact on their successful participation in community life.

USER NEEDS

-To gain access to facilities, materials, services and programs

-To have sufficient information on how to minimize the impact of disablities on education, employment, and personal enrichment

-To use materials to help cope and adjust to disabilities

-To have materials in appropriate formats

-To overcome reluctance to admit need for special format materials

-To have appropriate reading and communication aids available

-To be served by staff trained and experienced in the needs and abilities of the disabled

-To participate in activities with other disabled and nondisabled members of the community

-To benefit from procedures flexible enough to accommodate special requirements, and from policies which demonstrate commitment to serving the disabled

-To have access to programs which enhance employment opportunities, well-being, and participation in the community.

LIBRARY NEEDS

-Cost-effective solutions to architectural and transportation barriers

-Budgets which allow the purchase of special format materials, technological devices and architectural accommodations

-Understanding of the needs and abilities of the disabled, to overcome attitudinal barriers, and to raise community awareness

-Experience interpreting the needs of the disabled and responding to those needs

-Registration and circulation policies which increase access for disabled users while preserving availablilty of materials for the general population

-Method of marketing library services to disabled populations

-Coordination with other community service providers

-Access to effective and knowledgeable professional services, such as those offered by community service agencies and social workers.

COMMUNITY INFORMATION AND REFERRAL

Recent studies have shown that more than 70% of user information needs involve solutions for day-to day problems such as coping with personal problems. The information seeker is most likely to turn to a friend or a family member as the first source for information before seeking out the resources of the community. Public libraries are experiencing an increased number of requests for information about available community resources resulting in the provision of information and referral services as an integral function of reference service. Those libraries with fully developed Information and Referral Services have identified the following areas of greatest user need:

USER NEEDS

-Social Services
-Clubs & Organizations
-Consumer & Legal Information
-Government Information
-Education & Career Information
-Transportation
-Housing
-Entertainment & Leisure Activities
-Health
-Day Care/Child Care
-Financial information
-Miscellaneous reference such as emergency telephone numbers for fire, police, or counselling hotlines.

EDUCATION FOR LIBRARIANSHIP

The Simmons College Graduate School of Library and Information Science is the only Massachusetts library science program accredited by the American Library Association (A.L.A.). Simmons College offers both the Master of Science and the Doctor of Arts in Library and Information Science. Other graduate-level A.L.A. accredited library science programs in New England are offered by Southern Connecticut State University and the University of Rhode Island.

A Masters' Degree in Education in Librarianship, or as a unified media specialist, is offered by Boston University and by Bridgewater State College. In June 1981, the Department of Education approved the unified media specialist program at Simmons College. No Massachusetts college offers a Bachelor of Library Science degree program. However, Bridgewater State College and Atlantic Union College offer the Bachelor of Arts and the Bachelor of Science in Education with a minor in library science.

Those individuals who: (a) wish to qualify for positions in public libraries, (b) seek upgrading within the library systems in which they are employed, or (c) are complying with the library training requirements set forth in the minimum standards used by the M.B.L.C. for determining eligibility for the State Aid Grant Program may enroll in appropriate courses at Atlantic Union

College, or the State Colleges at Bridgewater, Framingham, Salem, or Worcester, or may participate in education programs conducted or sponsored by the Regional Library Systems.

In 1985, the Associate Degree in Library Technology was offered by only one community college as part of its continuing education program.

The M.B.L.C., professional associations, the Regional Public Library Systems, and several academic institutions sponsor regular continuing education programs for professional and nonprofessional library employees.

The American Library Association's Continuing Education Network and Exchange Round Table (CLENERT) continues to provide a forum for the exchange of ideas and concerns among those responsible for continuing library education, training, and staff development.

AUTOMATED TECHNOLOGIES FOR LIBRARIES

Libraries are increasingly utilizing automated technologies as a means to improve services to patrons, and to increase operational efficiency and effectiveness. With rapid advances in technology on what seems to be a daily basis, librarians are faced with a considerable effort to introduce and integrate these advances into the library's functions and operations.

The retrieval of specific information relevant to library user needs requires the ability to determine the physical location of the information and the ability to deliver that information to the user within a reasonable time span. The ongoing development of automated networking and related cooperative library network activities demonstrates the libraries' attempt to provide better access to information which can fulfill the users' increasingly wide ranging information needs.

The New England Library Network (NELINET) provides regional access via terminals to the Online Computer Library Center, Inc. (OCLC) in Dublin, Ohio. The OCLC bibliographic databases contain several million machine readable cataloging records, 20% of which are obtained from the Library of Congress and 80% from input by OCLC and its affiliate members. OCLC's centralized processing and the use of its databases for shared cataloging, cooperative acquisition and interlibrary loan offer financial benefits to its subscribers and timely access for the library user.

Other vendors offer services similar to those of OCLC. Recently, several vendors have introduced new disk storage and reading devices that will allow libraries of all sizes to have in-house access to the entire Library of Congress MARC database. Usually referred to as CD ROMs or laser disks, the entire storage and playback equipment can fit on the top of the desk and offer online access to millions of bibliographic records. The

librarian retrieves the bibliographic record desired, edits if necessary, and either immediately prints out a set of cards or stores the record for batch processing later. The bibliographic record can also be "dumped" into an bibliographic database on an automated circulation/ILL control system.

Automated online circulation systems provide immediate information as to the current availability status of materials within a library/network collection. These systems perform charging transactions and issue overdue, recall, and reserve notices. Evaluative statistics are easily and automatically generated from the database. By coordinating these systems among libraries to create networks, and then by coordinating the activities of those networks so that they can interact effectively and efficiently with one another, user access to a massive store of information is made possible.

Technological developments in online circulation systems include telecommunications, computer processing and mass storage. Telecommunications hardware and software are quickly becoming more sophisticated and flexible. Gone are the days when each remote terminal needed a separate leased analog telephone line into the host computer's port. With statistical, frequency and other types of multiplexors, libraries may take advantage of running as few as one or two lines between itself and the host site. Because of the declining cost of computer processing power and increasing capability, libraries are now acquiring powerful mini computers to handle hundreds of terminals conducting dozens of applications simultaneously. As the capabilities of the computer increase and cost decreases, libraries will have several options to choose from when considering automation of circulation-related and other functions. Advances in mass storage devices are also helping to decrease the costs of automating circulation functions. Drive capacity, speed and performance continually increase as cost, power consumption, space required and heat dissipation decrease. Therefore library systems can afford to get faster and larger formatted storage devices to hold more database files for less cost in the same physical space and in many cases without the need to increase the air conditioning output in the computer room.

With the increasing number of commercial, bibliographic utility, and vendor and/or locally-developed databases, a need exists to electronically link the various files to enhance and expand resource sharing. Several states and most of the large bibliographic utilities are planning and designing hardware and software specifications and solutions to enable librarians and users to easily search other database files. The Linked Systems Project at the Library of Congress is an effort on the national level to standardize linkage interfaces.

Telecommunications outside of a shared circulation system have also advanced. Libraries throughout the United States are using microwave, satellite, cable and other mediums to move information. Several institutions are bypassing the telephone companies

by using coaxial cable to communicate between the main library and the branches, and/or within the institution itself. Long distance telecommunications costs are being alleviated through the use of packet-switched networks, or as the telephone companies introduce fiber optics cable which increases line capacity and reduces noise without a substantial increase in costs. Other libraries are using digital lines instead of analog lines to move information at faster speeds with less error.

The development of information utility databases such as DIALOG and BRS has expanded the access potential of small general collection libraries to information sources previously beyond their grasp due to cost, space, limited general interest, or excessive time required in locating and obtaining that information. Information utilities offer author, title, or subject access to bibliographic information on thousands of books, journal articles, monographs, etc. The services offered by information utilities have expanded from compilations of bibliographic citations, to abstracts of cited materials, and now increasingly to full text hard copy available immediately through the searcher's microprocessor and printer or delivered as quickly as overnight from the information vendor to the user. The most recent innovation in information utility database services is the availability of documents whose primary location is in the database rather than in published hard copy.

The traditional card catalog is also being usurped by the new technology. The labor intensive maintenance of the card catalog, its physical space requirements, the cost of card production and duplication, and the delay between receipt of material and entry of its bibliographic record in the catalog hamper timely user access to information. On-line public access catalogs which are terminals connected to a library's and/or a network's database(s) provide the user with current information about the location of materials and, in some cases, the availability status of those materials.

Although the traditional format of library collections is the printed hard copy, space restrictions, inflation, and shrinking materials budgets have necessitated the acquisition of some library materials in alternative formats. Information retrieval through commercial information vendors is one solution for some libraries. Another solution is the use of materials in microform which has the advantages of reduced cost and limited space requirements in comparison to hard copy. However, microforms do have serious disadvantages. Limited bibliographic control and the need for special equipment discourage user reliance on materials in microform.

Libraries are beginning to seriously consider and utilize cable, microcomputer, teletext, videotex, and other technologies enabling users to take advantage of library resources without coming to the library. Recreational and educational programs can be sent to homes via the local cable system. Library and town event calendars can be broadcast on teletext or will be

accessible to the computer user through the library's online electronic bulletin board. Other libraries will provide users with the capability to interactively access the library's machine-readable holdings file using a microcomputer or a videotex attachment to the home television.

Microcomputers are quickly finding their way into libraries and serving in several roles. Library users throughout the Commonwealth are finding microcomputers in their libraries to assist them with homework, college papers, home finances, and mailing lists for civic groups and other organizations. Library managers are using micros for word processing, technical services, budgeting and accounting, and personnel scheduling. In another role, the microcomputer serves as a backup to the automated circulation control system with the capability to substitute on a limited basis for a down CPU and/or terminal. Many libraries are using, or will be using, a microcomputer to access remote database files for interlibrary loan, cataloging, and for searching databases on commercial and other information services. Several librarians have suggested that microcomputers will become as commonplace as typewriters in libraries in the near future.

The audiovisual formats, audiotape cassettes, phonograph records, films, filmstrips, videotapes, radio, television, etc. have expanded the capabilities of libraries, particularly those in schools and community colleges. Audiovisual formats are uniquely adaptive to those for whom the printed word poses difficulty because of educational background, cultural differences, learning disabilities, or physical handicaps. Technologically improved communications devices for the handicapped are also being installed in library facilities.

THE LIBRARY PUBLIC

According to the 1980 U.S. census, there are 5,737,037 Massachusetts residents living in one of the Commonwealth's 351 cities and towns which cover 8,257 square miles. The population is an amalgamation of diverse ethnic, racial, educational, age, and socio-economic groups. The following charts and information briefs illustrate these various groups and their numbers within the total population. The Massachusetts Board of Library Commissioners will use population and demographic information from the 1980 U.S. census until the 1985 Massachusetts census and/or other reliable sources are available for planning, reporting, and evaluation.

It is almost impossible to describe the range of needs, interests and characteristics of the various groups and populations that constitute the citizenry of Massachusetts. The range of education levels, economic situations and employment opportunities is probably one of the most diverse in the United States. That diversity is compounded by geographic influences and urban/rural differences including varying influxes of tourist

populations in some areas.

POPULATION, URBAN & RURAL

	Number of Residents
URBAN	4,809,338
Inside urbanized areas	4,445,658
Central cities	1,636,455
Urban fringe	2,809,203
Outside urbanized areas	363,680
Places of 10,000 or more	143,453
Places of 2,500 to 10,000	220,227
RURAL	927,699
Places of 1,000 to 2,500	105,629
Other rural	822,070
Rural farm	9,839

Local, state, and federal governments have all begun to identify the need for increased educational skills and basic levels of literacy because:

-Every year more than one million students drop out of high school and an equal number of immigrants without literacy skills enter this country.
-Studies show that there is a strong correlation between illiteracy and low income level, crime, unemployment, and need for public asistance.

-Families at or below the poverty level are five times more likely to be functionally illiterate than families with an annual income or $15,000 or more.

-Overall, 15% of the workforce is illiterate, including professional and managerial staff. Thirty percent of unskilled workers are illiterate.

-Three quarters of the unemployed are illiterate and the cost of welfare and unemployment compensation attributed to illiteracy is estimated at 6 billion dollars annually.

-The cost of crime due to illiteracy is more than 6.6 billion dollars per year.

In Massachusetts, 20.3% of adults ages 18-24 and 27.8% of adults 25 and older are lacking a high school diploma. The figures for black, Hispanic, and Asian groups are considerably higher. The Department of Education estimates that close to 1.3 million people, or 1 of every 5 citizens in the Commonwealth has not completed high school.

Massachusetts, like the rest of the United States, is experiencing a wave of refugee immigration. Currently the

largest groups entering the state are Hispanics from Puerto Rico and Central America and Southeast Asian refugees. According to a study conducted by United Community Planning, Hispanics in Boston SMSA, more than 14% of the Hispanic community speak only Spanish and an estimated 25% of those born in the United States still have difficulty with English. In general, the Hispanic population is young, urban, and multiracial with a strong attachment to Spanish language and culture. On a national level, at least 30% of Hispanic families are living below the poverty level, the average unemployment rate for Hispanics is 13.8% compared to 8.4% for whites, and the illiteracy rate for the group is as high as 56%.

-Spanish speaking limited English proficiency will increase in the United States from 71% of the LEP population to 77%.

-The Spanish speaking population will increase from 10.6 million in 1976 to 18.2 million by the year 2000.

Estimates of the total Indochinese refugee population entering Massachusetts since 1975 number about 12,500. Evidence reported in the United Community Planning Corporation's Needs Assessment of the Massachusetts Southeast Asian Population based on the responses of 63 agencies surveyed indicates that the majority of the group are from a farming/fishing background or have no occupation, increasing the difficulty of finding employment in this country.
Virtually every agency serving this target group cited language difficulties as the key barrier to employment. It was stated in a 1982 report to Congress that "The importance of refugees having adequate English language ability is reflected in the pervasive effects of English language proficiency on all labor market indicators." In 1981, more than 90% of newly arrived refugees admitted to little or no proficiency in English.

LANGUAGE SPOKEN AT HOME

Persons 5 to 17 years		Persons 18 years +
Total	1,155,475	4,244,947
English only	1,049,065	3,646,748
Chinese	3,793	17,340
French	12,081	123,043
German	2,370	16,994
Greek	5,180	30,677
Italian	9,798	96,946
Phillipine languages	209	1,504
Polish	1,953	47,716
Spanish	35,674	72,948
Other specified language	33,823	184,335
Unspecified language	1,529	6,696

ABILITY TO SPEAK ENGLISH

Persons 5 years and older	5,400,422
Speak only English at home	4,695,813
Speak language other than English at home	704,609
Speak English very well	425,525
Speak English well	168,369
Speak English not well or not at all	110,715
5 to 13 years	8,646
14 to 17 years	3,750
18 to 24 years	9,280
25 years and over	89,039

FOREIGN BORN & LIMITED ENGLISH SPEAKING

	Number	% foreign born	% who speak a language other than English at home
Total Massachusetts	5,737,038	8.7	13.0
Urban	4,809,338	9.6	14.2
Inside urbanized areas	4,445,658	9.9	14.6
Central cities	1,636,455	12.8	21.0
Urban fringe	2,809,203	8.3	10.9
Outside urbanized areas	363,680	5.5	10.3
Places of 10,000+	143,453	6.5	13.3
Places of 2,500 to 10,000	220,227	4.9	8.4
Rural	927,699	4.2	6.8
Places of 1,000 to 2,500	105,629	4.4	7.0
Other rural	822,070	4.1	6.8
Rural farm	9,839	4.9	10.5

Racial diversity is illustrated by the following chart:

RACIAL AND ETHNIC GROUPS

	Hispanic	White	Black	American Indian, Eskimo, Aleut	Asian
Total Mass.	141,380	5,305,963	212,608	8,657	51,723
URBAN	135,022	4,400,946	205,650	6,949	48,133
RURAL	6,358	905,017	6,958	1,708	3,590

Massachusetts also has a great divergence of economic levels. Although the state is currently experiencing high levels of employment, large pockets of poverty remain.

-In 59 Massachusetts communities, 10% of the residents live below the poverty level.

-In 7 Massachusetts communities, 20% of the residents live below the poverty level.

INCOME

	1979 income below poverty level	
	% persons	% families
Total Massachusetts	9.6	7.6
URBAN	10.3	8.2
Inside urbanized areas	10.3	8.2
Central cities	16.3	13.5
Urban fringe	6.8	5.3
Outside urban areas	10.3	7.6
Places of 10,000+	11.0	8.2
Places of 2,500 to 10,000	9.9	7.3
RURAL	6.2	4.9
Places of 1,000 to 2,500	8.2	6.6
Other rural	6.0	4.7
Rural farm	10.5	7.8

This demographic information presents the diversity of Massachusetts' populations and in some cases the severity of need for library and information services. Generally, the needs of the limited-English speaking, illiterate and disadvantaged persons are the same as those identified under PUBLIC LIBRARIES' USER AND LIBRARY NEEDS. However, the following is a more

specific reiteration of those needs as they apply to these specific population groups.

LIMITED-ENGLISH SPEAKING

USER NEEDS

- Access to library and informational materials in target language
- Access to library and informational materials which support transition to new cultural setting
- Access to library staff who can communicate in their target language(s) or who have demonstrated sensitivity to target group(s)
- Library environment that supports utilization of its programs and services

LIBRARY NEEDS

- Access to materials for use of limited-English speaking populations
- Access to bi-lingual staff
- Financial support to purchase appropriate materials and to support programs and services for limited-English speaking populations
- Understanding and support of governmental officials for library services to limited-English speaking populations
- Support and informational resources from state and/or regional library agencies

ILLITERATE

USER NEEDS

- Access to materials in suitable format, reading levels and subject matter
- Understanding and trained staff
- Information concerning community education and training programs
- Alternative programs and services

LIBRARY NEEDS

- Materials in suitable format, reading levels and subject matter
- Access to or participation with community based training programs
- Financial support to purchase appropriate materials and to support programs
- Understanding and support of governmental officials for library participation in literacy programs
- Staff training and awareness programs
- Support and informational resources from state and/or regional library agencies

DISADVANTAGED

USER NEEDS

- Access to community resources
- Access to library and informational materials which provide basic life support information
- Understanding and trained staff
- Use of library and informational services without incurring a fee
- Access to a diversity of cultural and educational materials which meet their specific needs in appropriate styles and formats

LIBRARY NEEDS

- Ability to hire staff that have an understanding of or connections with disadvantaged populations
- Staff training and awareness programs
- Suitable materials that are designed to meet the needs of disadvantaged populations
- Administrative support for services to disadvantaged populations
- Support and informational resources from state and/or regional library agencies

THE ELDERLY POPULATION

An estimated 730,000 state residents (12.7% of the population) are over the age of sixty-five and this number is on the rise. National studies show that 29.7% of persons aged 65 to 74 have a disability. In addition, 41.8% of Massachusetts' elderly population is 75 years old or older as compared to 39% nationwide. As of 1980, 25.5% of Massachusetts' elderly population lived alone.

USER NEEDS

- Materials in suitable formats on desired topics
- Trained and sensitive staff
- Home and other alternative delivery service programs
- Additional amplification for library programs
- Specific community information relating to community elder services
- Accessible facilities

LIBRARY NEEDS

- Trained, understanding and sensitive staff
- Financial support to purchase appropriate materials
- Adequate materials in appropriate formats
- Cooperative efforts to share materials and equipment

- Training and support for staff working with the elderly
- Cooperation with other community elder organizations
- Support and informational resources from state and/or regional library agencies

THE DISABLED POPULATION

There are over 200,000 physically disabled Massachusetts residents between the ages of fourteen and sixty-four. National trends for this group indicate that disability rates are higher among blacks than among persons of other races; disabled blacks and Hispanics tend to live in central cities, while disabled whites tend to live outside of cities or in suburbs; and disabled persons tend to be less well educated than persons who are not disabled. In Massachusetts, between 5 and 10% of all children are disabled. In 1982-1983, more than 124,000 disabled students between the ages of three and twenty-one participated in special school programs. That same year, among all Massachusetts households with a disabled member, 71% had family incomes below the poverty level. Unemployment among disabled residents is higher than among any other group in the Commonwealth.

PLEASE NOTE: The needs of disabled persons are delineated under **LIBRARY SERVICES TO DISABLED PERSONS, INCLUDING THOSE WHO ARE BLIND AND PHYSICALLY HANDICAPPED.**

ACTION PROGRAM

GOAL:

TO PROVIDE EVERY RESIDENT OF MASSACHUSETTS WITH EQUAL OPPORTUNITY OF ACCESS TO THAT PART OF THE TOTAL INFORMATION RESOURCE WHICH WILL SATISFY INDIVIDUAL EDUCATIONAL, WORKING, CULTURAL, AND LEISURE-TIME NEEDS AND INTERESTS, REGARDLESS OF INDIVIDUAL LOCATION, SOCIAL OR PHYSICAL CONDITION, OR LEVEL OF INTELLECTUAL ACHIEVEMENT.

ACTION PROGRAM FOR MEETING GOALS

The Action Program has been divided into the following categories:

Title I

1.100. Public Library Areas Without Service
1.150. Public Library Areas With Inadequate Services
1.200. Disadvantaged (Culturally, Socioeconomically, Educationally)
1.250. Library Service to the Physically Handicapped
1.300. Institutionalized
1.350. Strengthening the State Library Administrative Agency
1.400. Major Urban Resource Libraries
1.450. Strengthening Metropolitan Libraries
1.500. Limited English-Speaking
1.550. Services to the Elderly
1.600. Community Information and Referral Centers
1.650. Literacy Programs
1.700. Administering the L.S.C.A. Program
1.750. Library of Last Recourse

Title II

2.100. Public Library Facilities

Title III

3.100. Interlibrary Cooperation and Resource Sharing

The Action Program categories are designed to strengthen the services of the State Library Agency, the Regional Public Library Systems, local libraries, libraries serving the blind and physically handicapped, institutional libraries, Major Urban Resource Libraries, metropolitan libraries, and various cooperating groups of libraries for the purpose of meeting the identified needs of all potential users.

In most Programs, priorities have been assigned by the Task Groups as a numeric value (1 being the highest) based on perceived needs and/or chronology. This value appears at the end

of the each Task under the respective objective.

As required by regulations specific to the program, the following are methods the State plans to use in order to give priority to:

improve access to public library resources and services to individuals with limited English-speaking proficiency
A program consultant is specifically assigned to this activity. Communities are targeted through demographic analysis and the program consultant actively works with the community's library to develop a program improving access to resources and services.

improve access to public library resources and services for individuals who are handicapped
A program consultant is specifically assigned to this activity. Surveys are conducted bi-annually to determine library needs to improve access to their resources and services. Information from the facilities survey is also used for needs assessment in this program.

improve access to public library resources and services for projects in urban and rural areas
Funding priority is established under **CRITERIA: 1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES**.

improve access to public library resources and services for other least served populations
A program consultant is specifically assigned to this activity. See also programs 1.200., 1.300., and 1.600.

serve the elderly
A program consultant is specifically assigned to this activity. An effort is made to ensure that proposed grant applications include a viable service/program component in addition to requested library materials and/or equipment.

combat illiteracy
A program consultant is specifically assigned to this activity. Communities are targeted through demographic analysis and the program consultant actively works with the community's library to develop projects. Projects addressing this targeted activity is a major priority of the state library administrative agency's for L.S.C.A. funding when possible.

increase library services and access to services through effective use of technology
Technology is a means to an end, applicable to a function or process to increase access and/or improve efficiency and/or effectiveness. Technology is applied in this program whenever appropriate and feasible. Program consultants are required to be aware of and continually monitor the application and development of technology in their specific program areas. Throughout the grant review process, program

consultants and members of the Statewide Advisory Council on Libraries study the technology proposed by grant applicants, and/or suggest applying existing or forthcoming technology to improve the project's success in meeting their stated program/service objectives.

1.100. PUBLIC LIBRARY AREAS WITHOUT SERVICES

1.100. SUBGOAL: To promote the provision and/or development of library services to Massachusetts communities without public libraries.

Definition: This program area is included for the purpose of "extending public library services to areas and populations that lack these services." (34 CFR 770.10 [b][1]).

1.101. OBJECTIVE: To provide access to library services.

1.101.01 Task: Provide library services as feasible to Massachusetts municipalities without a public library through the Regional Public Library System.

1.102. OBJECTIVE: To increase access to public library services.

1.102.01 Task: Explore additional methods for improving library service within these municipalities with the consultation and assistance of the Regional Public Library System.

1.102.02 Task: Provide technical assistance when requested by the municipality if the community determines that it needs to consider instituting local public library services.

POLICIES: 1.100. PUBLIC LIBRARY AREAS WITHOUT SERVICES

The policy of the M.B.L.C. is to support the development of library services in the four Massachusetts communities without existing public libraries in the most effective and economical manner.

PROCEDURES: 1.100. PUBLIC LIBRARY AREAS WITHOUT SERVICES

Municipalities are eligible to apply under the L.S.C.A. Title I Special Projects Grant Program with special approval of the M.B.L.C.

PRIORITIES: 1.100. PUBLIC LIBRARY AREAS WITHOUT SERVICES

Projects meeting the criteria for this program receive priority for funding.

CRITERIA: 1.100. PUBLIC LIBRARY AREAS WITHOUT SERVICES

Project applications must be from one of the Commonwealth's four municipalities without an existing public library and must provide evidence of the following:

a. the establishment of an officially constituted Library Board of Trustees;
b. receipt of a municipal appropriation designated for library operational expenses;
c. plans for provision of library service to the entire municipality; and
d. the potential for future municipal financial support adequate to qualify the library for participation in the Library Incentive Grant/Direct State Aid Program.

EVALUATION: 1.100. PUBLIC LIBRARY AREAS WITHOUT SERVICES

Funded projects will be evaluated by the grantee and staff of the State library administrative agency with the assistance of the State Advisory Council on Libraries. Evaluations will be incorporated in the Long Range Program as appropriate.

1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES

1.150. SUBGOAL: To make available appropriate library services, programs, and materials to those public library areas/populations whose library services are inadequate.

Definition: This program area is included for the purpose of "improving public library services to ensure that these services are adequate to meet the needs of specific areas and populations." (34 CFR 770.10 [b][2]).

1.151. OBJECTIVE: To encourage and promote local identification of inadequately served areas/populations in relation to local need and expectation.

1.151.01 Task: Encourage local needs assessment, community analysis, and long-range planning. **(1)**

1.151.02 Task: Encourage and support the use of the planning process in Options for Small Public Libraries in Massachusetts: Recommendations and a Planning Guide as an aid in determining the need for specific library

services/programs and as a guide for determining the degree to which that need is being met. (1)

1.151.03 Task: Encourage and support the activities of the Metropolitan Library Development Committee in their task of developing a needs assessment model for Massachusetts libraries. (1)

1.151.04 Task: Continue the State library administrative agency's analysis of municipal tax base data. (1)

1.151.05 Task: Expand the analysis of municipal tax base data to include additional formulas used by the Commonwealth to measure those governance and financial support factors which are within the control of a municipality and which have an effect on local public library support. (1)

1.152. OBJECTIVE: To encourage the development of standard measurements of adequacy beyond the minimum standards used by the Library Incentive Grant/State Aid Program.

1.152.01 Task: Conduct a review of standards of adequacy for public library service developed and adopted by other states and/or professional associations to determine their applicability to Massachusetts public libraries. (1)

1.152.02 Task: Encourage the cooperation of professional associations, appropriate committees (Metropolitan Library Development Committee, Regional Advisory Council Executive Committees, etc.), and others in the library community for the purpose of defining standards of adequate library service for Massachusetts Public Libraries. (1)

1.153. OBJECTIVE: To encourage and promote the provision of materials, services, and programs for locally identified inadequately served areas/populations.

1.153.01 Task: M.B.L.C. will provide direct consultant services and information resources and/or referral to the resources of the Regional Public Library Systems in order to assist local public library service/program development for inadequately served areas/populations. (1)

1.153.02 Task: Encourage and promote the development of library public relations techniques designed to enhance local public library support and services. (1)

1.153.03 Task: Encourage and promote the planning and development of projects designed to enhance services/programs of individual public libraries for locally identified inadequately served areas/populations. (1)

1.153.04 Task: Encourage the sharing of materials, personnel, and other resources among those public libraries which are unable to provide those resources independently. **(1)**

1.153.05 Task: Encourage and promote the development of cooperative projects designed to enhance services/programs for locally identified inadequately served areas/populations beyond the bounds of a single municipality but within a defined geographic area. **(1)**

1.154. OBJECTIVE: To encourage and promote the development and implementation of evaluation methodologies designed to measure the effectiveness of those projects which target inadequately served areas and population.

1.154.01 Task: Report evaluation results to S.A.C.L. and incorporate the recommendations resulting from evaluation in Long Range Program revisions and L.S.C.A. grant rounds. **(1)**

1.154.02 Task: Increase the ability of those in the library community to design and conduct evaluations through workshops and other educational programs. **(1)**

1.155. OBJECTIVE: To encourage and facilitate continuing education and training for public library personnel.

1.155.01 Task: Facilitate the coordination of disemmination of information about library courses/workshops offered by colleges, professional organizations, Regional Public Library Systems, and other agencies/organizations. **(1)**

1.155.02 Task: Facilitate and coordinate the determination of the need for additional education in specific subject areas. **(2)**

1.155.03 Task: Encourage the coordination of the library educational resources of the Commonwealth in order to meet the identified education/training needs of Massachusetts public library personnel. **(3)**

1.156. OBJECTIVE: To encourage and facilitate the continuing education, training and informational opportunities for public library trustees and friends of library organizations and to promote an appreciation of their work.

1.156.01 Task: Encourage, promote, and facilitate the publication and use of a revised trustees' handbook. **(1)**

1.156.02 Task: M.B.L.C. staff in conjunction with S.A.C.L, Regional Public Library Systems, professional and friends organizations shall identify continuing education, training

and informational needs of trustees and friends and explore methods for meeting those needs. (2)

1.156.03 Task: Encourage and facilitate the development of promotional materials and activities which will create an appreciation of the work of trustees and friends groups. (3)

POLICIES: 1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES

The policy of the M.B.L.C. is to support the development of library services for inadequately served areas and populations.

PROCEDURES: 1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES

Public libraries are eligible to apply under L.S.C.A. Title I Special Projects Grant Program.

PRIORITIES: 1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES

Those municipalities ranked most inadequate under CRITERIA will receive priority for funding. Second priority will be given to those projects designed to improve the adequacy of public library services in two or more municipalities. Third priority will be given to cooperative public library projects which employ automated technologies to enhance the adequacy of public library services.

CRITERIA: 1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES

Public libraries must be considered "inadequate" to be eligible for receipt of funds from the Library Services and Construction Act. However, there are no guidelines or standards defining inadequacy referenced in the Act or its regulations. The responsibility for defining inadequacy measurement criteria used to determine program eligibility is left to each State's library administrative agency. Therefore, Massachusetts developed and conducted a study which measures several factors contributing to library inadequacy for use as the Commonwealth's criteria for determining eligibility for L.S.C.A. funding.

The study produced indices of advantage/disadvantage for Massachusetts communities which appear as Appendices A and B (an alphabetical listing of municipalities with references to Appendices A and B is included in Appendix C). A brief analysis of the study and its conclusions follows. Further detail on the study's methodology in the form of a guide is included as Appendix D.

The Study:

The design for the study which produced ranked indices A and B is based on Lorenz Curve analysis, which yields three principal statistics: the Gini Index of Concentration, which measures the degree of inequality that exists in a value distribution; the

Equal Share Point, which defines the percentage of the population that is disadvantaged in terms of value possession; and the Shutz Coefficient, which yields a precise index of disadvantage/advantage for each population unit (municipality) in the value distribution.

Lorenz Curve analysis has long been used in economics for cross-national analyses of wealth and income. In recent years, it has been applied to a broader range of data for such diverse purposes as redistricting state legislatures, designing and measuring the effectiveness of school desegregation plans, predicting the impact of progressive tax proposals, and determining degrees of inequality in local access to medical specialists.

This methodology is suited to library-related data inasmuch as the statistics produced are distribution free. Library data tend toward non-normal distribution and traditional measures of inequality (variability) based on the assumption of normal distribution yield distorted results.

The indices and the observations:

Appendix A: An index of disadvantaged/advantaged municipalities in relation to equalized valuation of taxable property in a municipality. This is one measurement of a municipality's capabilty to raise revenue through property taxes to operate and support municipal services such as a library. The higher the negative index value the more disadvantaged the community is in terms of its ability to raise revenue through municipal taxes when compared with other Massachusetts municipalities.

Appendix B: An index of disadvantaged/advantaged municipalities in relation to the total appropriated municipal income the library receives. This is one measurement of a municipality's willingness to support a level of funding for library activities in comparison with other municipalities. Again, the higher the negative index value the more disadvantaged the library is in receipt of municipal appropriation in relation to libraries in other communities.

Because there are many factors beyond the parameters of this study which influence and affect both the larger organizational structure in which the library exists and the library itself, it is difficult to draw definitive conclusions from the indices at this time. For example, there is no distinction made between those libraries which include custodial, maintenance and utility expenses in their budgets and those libraries that do not because the expenses are centralized in the municipality. As another example, the indices cannot reflect the municipality's expectation of its library, and do not consider the resources provided by the municipality to school libraries. However, the indices are utilized as the State's criteria for measuring inadequacy.

First, municipalities whose disadvantage/advantage indexes are negative have a lesser tax base from which to raise revenues. Therefore, the libraries in those communities should be at a disadvantage for meeting the needs of their residents because of an inadequacy of available resources. Second, the support the library receives in the form of appropriated municipal income affects the library's ability to provide services to its residents. Therefore, those libraries with a negative index of disadvantage/advantage should be less able to provide services than libraries in those municipalities with a positive index.

Those municipalities with a negative index of disadvantage/advantage for both equalized valuation/taxable property and total municipal appropriation to the library could probably be categorized as being the most inadequate. The potential for the community to support library operations is not as great as those communities with positive index of disadvantage/advantage for equalized valuation/taxable property.

Those municipalities with a negative index of disadvantage/advantage but with a positive index of total appropriated municipal income are making an effort to support their libraries despite their inadequate tax base. These libraries should still be considered inadequate, however, since potential for the municipality to raise revenue through property taxes is not as great as a municipality with a positive index of raising revenue.

Those municipalities with a positive index of disadvantage/advantage for equalized valuation/taxable property and a negative index for disadvantage/advantage of total appropriated municipal income to the library could better support their libraries' operations because of the potential availability of resources. The reasons for this apparent lack of support are unclear. However, the library should be considered inadequate because it is at a disadvantage when compared with libraries in municipalities where the index of total appropriated municipal income is positive.

Those municipalities with a positive index of disadvantage/advantage for both equalized valuation/taxable property and total appropriated municipal income are using their resources to support the library. However, a library would probably still be inadequate if the positive index for the capability to raise revenue exceeds that of the appropriation to the library since the municipality is not supporting the library with the potential it has.

Those municipalities in which the positive index of disadvantage/advantage for equalized valuation/taxable property is equal to, or less than, the positive index for total appropriated municipal income to the library are probably the least inadequate. The library is being supported from an advantaged resource (taxable property) at a level exceeding the municipality's potential.

Criteria of Inadequacy

As stated previously, it is difficult at this time to draw definitive conclusions. The data used represents only one year, does not consider past data and cannot consider future trends. Other factors which may contribute to inadequacy must be defined and explored. More research work and modeling is needed. Until that research effort is completed, **all public libraries in Massachusetts must be considered inadequate.** In terms of funding criteria, the following will be applied:

Most inadequate to inadequate

municipalites where the index of disadvantage/advantage for equalized valuation/taxable property and total appropriated municipal income are both negative

municipalities where the index of disadvantage/advantage for equalized valuation/taxable property is negative and the index for total appropriated municipal income is positive

municipalities where the index of disadvantage/advantage for equalized valuation/taxable property is positive and the index for total appropriated municipal income is negative

municipalities where the index of disadvantage/advantage for equalized valuation/taxable property is positive and greater than the value of the positive index for total appropriated municipal income

municipalities where the index of disadvantage/advantage for equalized valuation/taxable property is positive and less than the value of the positive index for total appropriated municipal income

These criteria would apply to projects submitted for consideration under the program **1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES**, and other programs in this document as referenced.

EVALUATION: 1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICE

Funded projects will be evaluated by the grantee and the staff of the State library administrative agency with the assistance of the Statewide Advisory Council on Libraries. Evaluations will be incorporated in the Long Range Program as appropriate.

1.200. DISADVANTAGED (Culturally, Socioeconomically, Educationally)

1.200. SUBGOAL: To provide special services to those residents of the Commonwealth who are culturally, socioeconomically or educationally disadvantaged or who have needs which inhibit their access to library services and programs including disabled and de-institutionalized persons.

THIS PROGRAM IS DIVIDED INTO TWO SECTIONS: "DISADVANTAGED" "DISABLED"

Definitions:

DISADVANTAGED means, for purposes of this program, "persons whose socio-economic or educational deprivation or whose cultural isolation from the general community may preclude them from benefiting from public library services to the same extent as the general community benefits from these services." (34 CFR 770.4 [c])

"Making public library services accessible to individuals who, because of a disadvantage, are unable to benefit from public library services regularly made available to the general public. These disadvantages include but are not restricted to distance, residence, handicap, age, literacy level, and limited English-speaking proficiency." (34 CFR 770.10 [b][3][i] and [ii])

DISABLED means, for purposes of this program, "mentally retarded, hearing impaired, speech impaired, visually handicapped, seriously emotionally disturbed, orthopedically impaired, or otherwise health impaired." (34 CFR 770.4 [c])

DE-INSTITUTIONALIZED means, for the purposes of this program, persons who have been released from institutions as defined in **1.300. INSTITUTIONAL PROGRAM.**

NOTE:

The program distinguishes between services to the disabled population in general and services to persons certified as blind and physically handicapped. LIBRARY SERVICES TO THE PHYSICALLY HANDICAPPED means, for purposes of this program, "the providing of library services, through public or other nonprofit libraries, agencies, or organizations, to physically handicapped persons (including the blind and other visually handicapped) certified by competent authority as unable to read or to use conventional printed materials as a result of physical limitations." (P.L. 98-480 Sec. 3 (4)) The Action Program for this certified population is in **1.250. Library Services to the Physically Handicapped.**

DISADVANTAGED SECTION

1.201. OBJECTIVE: To encourage and promote the identification of disadvantaged areas and populations not included in other sections of the Action Program.

1.201.01 Task: Encourage and promote local needs assessment and long-range planning for programs and services to disadvantaged areas and populations. **(1)**
1.201.02 Task: Encourage and promote the identification of other agencies/organizations established for meeting the identified library needs of identified disadvantaged areas and populations. **(1)**

1.202. OBJECTIVE: To encourage the development of effective and innovative projects and strategies that would meet the library needs of disadvantaged persons and to increase the awareness of those needs within the community.

1.202.01 Task: Increase the awareness of unique and innovative projects in service to the disadvantaged which could serve as models for possible adaption/replication in Massachusetts libraries. **(1)**

1.202.02 Task: Encourage the use of alternative technologies that could be applied to programs for the disadvantaged. **(2)**

1.203. OBJECTIVE: To encourage public libraries to support the planning and development of special projects including outreach to the disadvantaged in the community.

1.203.01 Task: Encourage and support needs assessment of the disadvantaged population to determine the most appropriate type of programs and services. **(1)**

1.203.02 Task: Encourage the identification and/or appointment of a staff member who has shown sensitivity and experience in dealing with the disadvantaged population. **(2)**

1.203.03 Task: Encourage and support the allocation of materials which are appropriate to the reading level and interests of the disadvantaged population including some materials which are considered "non-traditional." **(2)**

1.203.04 Task: Encourage and support the development of special programs designed to attract the target group. **(2)**

1.203.05 Task: Encourage and support public relations techniques in order to advertise library programs, materials and services including those media sources which have been

determined most used by the target group. (2)

1.204 OBJECTIVE: To encourage and promote the development and implementation of evaluation methodologies designed to measure the effectiveness of programs and services for disadvantaged areas and populations.

1.204.01 Task: To study and evaluate both previous programs and services to disadvantaged persons and the present program structure for effectiveness. (1)

1.204.02 Task: To report evaluation results to S.A.C.L. and to incorporate the recommendations resulting from evaluation in Long Range Program revisions and L.S.C.A. grant rounds. (2)

POLICIES: 1.200. DISADVANTAGED = DISADVANTAGED SECTION

The policy of the M.B.L.C. is to support the establishment and development of library services to ensure that these services are adequate to meet the needs of specific areas and populations, including but not limited to residents of county jails and half-way houses, the deinstitutionalized, the disabled and the other disadvantaged persons and/or areas.

PROCEDURES: 1.200. DISADVANTAGED = DISADVANTAGED SECTION

Public libraries are eligible to apply under the L.S.C.A. Title I Special Projects Grant Program.

PRIORITIES: 1.200. DISADVANTAGED = DISADVANTAGED SECTION

The following sources will be used to identify communities receiving priority for disadvantaged projects. They are:

a. Area Trends in Employment and Unemployment to determine unemployment on a sustained basis as indicated by communities classified as labor surplus areas;
b. Massachusetts Employment Review to determine communities with an unemployment rate higher than the average rate for the Commonwealth; and
c. 1980 Census of Population and Housing: Summary Characteristics for Governmental Units and Standard Metropolitan Areas - Massachusetts to determine the percentage of persons whose income fell below the 1979 poverty level with communities whose rate exceeds 10% included as qualifying.

Communities which meet two or more of the above criteria have been placed on the list of priority communities. This list appears in Appendix E and will be updated on an annual basis.

SPECIAL CRITERIA: 1.200. DISADVANTAGED - DISADVANTAGED SECTION

a. Identify through demographic analysis that a substantially documented number of a disadvantaged population is currently without library services and materials related to their special needs.
b. Determine through needs analysis of the community the most appropriate form of program, services, and materials to address the needs of the target group.
c. Demonstrate the willingness of the library staff to serve the disadvantaged community as evidenced by either written goals or previous programming.
d. Set up an advisory committee made up of local community agencies currently serving the target group and of service users to determine the scope of the project to avoid duplication of existing programs.
e. Provide for a staff person who is either a member of the target group or who has proven sensitivity and experience in dealing with the target population.
f. Selection and acquisition of library materials which are appropriate to the needs, interests and reading level of the group (this may include some materials which are non-traditional).
g. Provide appropriate programming to attract the target group. (Programming may include cultural awareness, life and job skills, and reading enrichment.)
h. Employ public relations techniques to advertise library programs, materials and services by publicizing in those media sources which have been determined to be most used by target group.
i. Provide for staff training through participation in workshops and meetings which will increase their awareness of the service needs of the target groups and improve techniques for outreach.
j. Perform evaluation of projects to determine how they have increased service to the target group and how they have accomplished the libraries' goals to improve service to that group.

EVALUATION: 1.200. DISADVANTAGED - DISADVANTAGED SECTION

Funded projects will be evaluated by the grantee and the staff of the State library administrative agency with the assistance of the State Advisory Council on Libraries. Evaluations will be incorporated in the Long Range Program as appropriate.

DISABLED SECTION

1.231. OBJECTIVE: To encourage local needs assessments which identify disabled residents, agencies serving those persons and organizations of disabled persons.

1.231.01 Task: Develop a model needs assessment tool and information packet by September, 1986 which will assist local communities in conducting a needs assessment.

1.231.02 Task: Assist local communities on an ongoing basis in conducting needs assessments.

1.232. OBJECTIVE: To assess physical accessibility in public libraries.

1.232.01 Task: Develop and administer a third handicapped services survey during FY1986.

1.232.02 Task: Analyze data from the 1984 public library building survey, the 1978, 1981 and 1986 handicapped services surveys to produce an assessment of physical accessibility in public libraries during FY1986.

1.232.03 Task: Identify and enumerate the number of public libraries with full, limited, or no physical accessibility by January, 1987.

1.232.04 Task: Develop recommendations for strategies to improve library accessibility by July, 1987.

1.233. OBJECTIVE: To evaluate the Access Center concept and program.

1.233.01 Task: Establish a committee composed of librarians, M.B.L.C. staff, users, and service providers by January 1987 which will conduct the evaluation.

1.233.02 Task: Develop and implement an evaluation of the Access Centers during 1987.

1.233.03 Task: Recommend a course of improvement of the Access Center concept to the agency administration by May, 1988.

POLICIES: 1.200. DISADVANTAGED - DISABLED SECTION

The policy of the M.B.L.C. is to support the establishment and development of library services to ensure that these services are adequate to meet the needs of specific areas and populations, including but not limited to, residents of county jails and half-way houses, the deinstitutionalized, the disabled and the other disadvantaged persons and/or areas.

PROCEDURES: 1.200. DISADVANTAGED - DISABLED SECTION

Public libraries are eligible to apply under the L.S.C.A. Title I Special Projects Grant Program.

PRIORITIES: 1.200. DISADVANTAGED - DISABLED SECTION

Provide grants to establish Access Centers in accessible, geographically diverse public libraries serving communities of 20,000 or more. Access Centers will provide specialized, indepth service for and about disabled persons, and will share their resources with the staff and users of other area libraries.

Provide via the Regional Public Library Systems, the specialized materials and equipment needed to assist public libraries in making available to disabled persons, in so far as possible, the full range of library services available to other users.

Provide grants to libraries which extend through their programs, informational, educational and recreational resources to the greatest number of disabled persons.

SPECIAL CRITERIA: 1.200. DISADVANTAGED - DISABLED SECTION

The following will be used as guidelines for grant proposals to develop services to disabled populations:

a. Policies on services to individuals with special needs that have been approved by Board of Trustees;
b. Materials in appropriate formats and reading levels that meet the needs of disabled persons;
c. Information about disabling conditions in print and nonprint formats;
d. Special format catalogs of special format materials and assistive devices in the library;
e. Provision of aids and devices that facilitate the use of resources, services and programs by visually, physically and communication disabled persons;
f. Library orientation designed for the benefit of disabled persons;
g. Programs modified to accommodate the needs and interests of disabled persons and publicized in appropriate media;
h. Extension of outreach services to disabled persons unable to visit the library; and
i. Training of staff in needs of and services to disabled persons.

Libraries seeking to develop as ACCESS CENTERS should observe the guidelines listed above as well as the following:

j. Center designated as Library of Congress/National Library Service to the Blind and Physically Handicapped depository of a sample collection of talking books and reading machines;
k. Center located in a barrier free building;
l. Center uses an advisory group of consumers and service providers;
m. Center assigns one staff member to coordinate library services to disabled persons;

n. Center recruits volunteers in library and in community for services to disabled persons;
o. Center is located in a natural population center; readily accessible by public and private transportation; and
p. Center provides service to a broad geographic and/or densely populated area.

EVALUATION: 1.200. DISADVANTAGED - DISABLED SECTION

Funded projects will be evaluated by the grantee and the staff of the State library administrative agency with the assistance of the State Advisory Council on Libraries. Evaluations will be incorporated in the Long Range Program as appropriate.

1.250. LIBRARY SERVICE TO THE PHYSICALLY HANDICAPPED

1.250. SUBGOAL: To provide the blind and physically handicapped residents of Massachusetts with library service as effective, diverse, and accessible as that which is available to the general public, through the development, promotion, and coordination of appropriate services and resources, considering the appropriate application of automated and other technologies.

Definition: "Library services for the physically handicapped" means the provision of library services, through public or other nonprofit libraries, agencies, or organizations, to physically handicapped persons (including the blind and other visually handicapped) certified by competent authority as unable to read or to use conventional printed materials as a result of physical limitations. (P.L. 98-480 Sec. 3 (4))

PLEASE NOTE:
The Action Program for the general disabled population is in **1.200. DISADVANTAGED.**

1.251. OBJECTIVE: To strengthen library services to certified blind and physically handicapped persons through cooperative needs assessment, planning, project development, and evaluation on a continuing basis with the involvement of major service providers and consumers.

1.251.01 Task: Assess service needs and existing services during 1987.

1.251.02 Task: Based on the results of needs assessment, develop a new Master Plan for Library Services to Blind and

Physically Handicapped Readers by July, 1987.

1.252. OBJECTIVE: To seek increased State funding of the basic State program of library services to the blind and physically handicapped residents of Massachusetts, and to encourage the development of alternative, supplemental funding sources.

1.252.01 Task: The M.B.L.C. should coordinate an effort with the appropriate representatives to increase the level of State funds provided to the Subregional Library.

1.252.02 Task: The M.B.L.C. should monitor the level of State funding provided for the Regional Library and provide appropriate assistance to ensure the adequate State funding of its operations.

1.253. OBJECTIVE: To develop, implement, and coordinate where appropriate, a library service network for blind and physically handicapped persons including the Regional and Subregional Libraries for the Blind and Physically Handicapped and local libraries.

1.253.01 Task: Encourage and promote the further development of the Regional and Subregional Libraries for the Blind and Physically Handicapped through technical assistance, publicity, and grant support.

1.253.02 Task: Encourage, support, and coordinate the efforts of National Library Service Network libraries in Massachusetts to achieve maximum effectiveness, efficiency, and accessibility.

1.253.03 Task: Identify and/or develop appropriate local library services for the physically handicapped in every region of the state.

1.253.04 Task: Disseminate information about resources, services, and cooperative programs to readers, service agencies, and the library community.

1.253.05 Task: Promote the sharing of special resources through networking, union lists, and other methods to facilitate inter-library and inter-agency services.

1.254. OBJECTIVE: To encourage the production of Library of Congress quality special format and alternative materials which can be used by blind and physically handicapped persons to access the informational, recreational, and educational resources of libraries.

1.254.01 Task: In 1986 the M.B.L.C. will conduct an evaluation of library based audio-recording centers

established with L.S.C.A. funds to determine their ability to meet production and quality standards and cost-effectiveness.

POLICIES: 1.250. LIBRARY SERVICES TO THE PHYSICALLY HANDICAPPED

It is the policy of the M.B.L.C. to encourage the development and enhancement of library services to the blind and physically handicapped.

PROCEDURES: 1.250. LIBRARY SERVICES TO THE PHYSICALLY HANDICAPPED

Qualified libraries, agencies, and organizations serving certified clients are eligible to apply for funding under the L.S.C.A. Title I Special Projects Grant Program.

PRIORITIES: 1.250. LIBRARY SERVICES TO THE PHYSICALLY HANDICAPPED

Funding priorities for this program will be partially established by maintenance of effort requirements (P.L. 98-480). Insofar as possible, L.S.C.A. monies will be used to supplement and improve existing library service programs. Basic operational monies will not be provided on a continuing basis.

Provide grants to the Massachusetts Regional Library for the Blind and Physically Handicapped and/or the Massachusetts Commission for the Blind and/or Subregional Libraries for materials and equipment which will supplement the Library of Congress National Library Service Program.

Provide grants to libraries and/or agencies which extend through their programs, informational, educational, and recreational resources to certified print handicapped users.

CRITERIA: 1.250. LIBRARY SERVICES TO THE PHYSICALLY HANDICAPPED

The following are guidelines for libraries and agencies seeking to develop services to the certified blind and physically handicapped:

a. Provides service to a certified population as a designated depository of Library of Congress talking books and reading machines;
b. Maintains a service jurisdiction that extends beyond municipal boundaries to an area, a region or the State; and
c. Coordinates and links operations with the Regional Library for the Blind and Physically Handicapped and/or the Talking Book Library for Central Massachusetts, and with other public libraries.

EVALUATION: 1.250. LIBRARY SERVICES TO THE PHYSICALLY HANDICAPPED

Funded projects will be evaluated by the grantee and staff of the State library administrative agency with the assistance of the State Advisory Council on Libraries. Evaluations will be incorporated in the Long Range Program as appropriate.

1.300. INSTITUTIONAL PROGRAM

1.300. SUBGOAL: To encourage and promote the development of quality library service for institutionalized persons of Massachusetts residing in institutions operated by or substantially supported by the State.

Definition: "State institutional library service" means the providing of books and other library materials, and of library services, to (A) inmates, patients, or residents of penal institutions, reformatories, residential training schools, orphanages, or general or special institutions or hospitals operated or substantially supported by the State, or (B) students in residential schools for the physically handicapped (including mentally retarded, hearing impaired, speech impaired, visually handicapped, seriously emotionally disturbed, orthopedically impaired or other health impaired person who by reason thereof require special education) operated or substantially supported by the State. (98-480,Sec. 3 (9))

PLEASE NOTE:
Action Program for persons released from institutions to the community is in **1.200. DISADVANTAGED.**

1.301. OBJECTIVE: To develop and enhance library services to residents of individual institutions.

1.301.01 Task: On a continual basis, M.B.L.C. staff will consult with and encourage institutions to develop and improve library services and programs by providing technical assistance and information support.

1.301.02 Task: Fund those projects which assist eligible institutions to meet national standards where institutions have taken direct responsibility for developing library services.

1.301.03 Task: Study the issues involved in the provision of interlibrary loans and deposit collections to local institutions by public libraries and/or public library systems during 1987.

1.301.04 Task: Make recommendations based on the findings of the aforementioned study by May, 1988.

1.301.05 Task: Encourage public libraries to provide interlibrary loan, deposit collections and programs to local institutions.

1.301.06 Task: Encourage and support cooperative programming and resource sharing, including automated resource sharing, among institutional libraries and between institutional and public libraries.

1.301.07 Task: Fund grants to those institutional libraries whose objectives include programs and services to their confined residential populations and other populations with unique service and informational needs, such as the limited-English speaking.

1.301.08 Task: Encourage the incorporation of library service expenses as a permanent part of each institutional and departmental budget.

1.302. OBJECTIVE: To review L.S.C.A. funding for library programs in institutions.

1.302.01 Task: Based on the completed Joint Assessment of Institutional Library Services (JAILS) project, review L.S.C.A. funding for library programs in the Department of Correction and restructure if necessary.

1.302.02 Task: Review the recommendations from the JAILS study for potential use with other institutional programs by March, 1987.

1.303. OBJECTIVE: To develop support and coordination of library services to the institutionalized at the state level.

1.303.01 Task: Determine the intent of the Departments of Correction, Mental Health and Public Health to further develop cooperative library services.

1.303.02 Task: Encourage the Department of Correction to develop and maintain adequate legal collections to satisfy State and federal mandates.

1.303.03 Task: Promote the coordination of cooperative, interlibrary loan arrangements among departmental institutions, between departments and with public libraries.

1.303.04 Task: Survey State institutional library services and compare survey results with existing national standards and the Massachusetts Standards for Patients' Library

Services by 1988.

1.303.05 Task: Formulate a methodology for enabling all Massachusetts institutional libraries to meet national standards by January, 1990.

1.304. OBJECTIVE: To disseminate information and other programs which support the development and improvement of library service to the institutionalized.

1.304.01 Task: Encourage institutional librarians to meet regularly to share ideas, solve problems, and offer support in dealing with the institutional structure and systems.

1.304.02 Task: Promote staff development and the hiring of qualified personnel for institutional libraries.

1.304.03 Task: Encourage volunteer training programs.

1.304.04 Task: Develop publicity programs to promote awareness of the benefits of institutional library service and to strengthen the federal, State, and county financial support of institutional libraries.

1.304.05 Task: Maintain informational and evaluative files on institutional library services and publish narrative and statistical reports on a regular basis.

POLICIES: 1.300. INSTITUTIONAL PROGRAM

The policy of the M.B.L.C. is to encourage the development of library services to residents of correctional and mental health institutions, hospitals and residential schools operated by or substantially supported by the State.

Only those federal, state and local funds that directly benefit institutional residents may be applied toward the L.S.C.A. maintenance of effort requirement for **1.300. INSTITUTIONAL PROGRAM.** Funds in a public library/institutions cooperative project must be funded under **1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES, 1.200. DISADVANTAGED,** or another appropriate program included within this document.

PROCEDURES: 1.300. INSTITUTIONAL PROGRAM

Qualified libraries are eligible to apply for funding under L.S.C.A. Title I Special Projects Grant Program.

PRIORITIES: 1.300. INSTITUTIONAL PROGRAM

Establishment of libraries in institutions in which there is evidence of staff and administrative support via the provision of State funds for the continuation of qualified staff and materials for the library program. All other things being equal, priority will be given to the institutions serving the greatest number of

persons.

Improvement of existing institutional programs, that is, libraries in which there is qualified staff and the library program is funded by the institution. All other things being equal, priority will be given to those institutions with documented efforts to meet State and national standards.

Projects which will enhance the library programs to all eligible individuals by extending services to groups who are part of non-mobile or secure populations.

Projects which will promote networking and other cooperative services and programs among institutional libraries and between institutional and public libraries.

CRITERIA: 1.300. INSTITUTIONAL PROGRAMS

EVALUATION: 1.300. INSTITUTIONAL PROGRAM

Funded projects will be evaluated by the grantee and staff of the State library administrative agency with the assistance of the State Advisory Council on Libraries. Evaluations will be incorporated in the Long Range Program as appropriate.

1.350. STRENGTHENING THE STATE LIBRARY AGENCY

1.350. SUBGOAL: To strengthen the State library administrative agency's capacity to meet the needs of Massachusetts residents by providing leadership and technical assistance in library services development and by formulating and developing plans for coordination and services of all types of libraries.

1.351. OBJECTIVE: To increase the ability of the library community and others to provide, manage, direct and extend programs/services to specific populations/areas by providing consultant services.

1.351.01 Task: Provide consultant services to the library community concerning L.S.C.A. program areas.

1.351.02 Task: Provide consultant services to the library community in addition to the L.S.C.A. program areas.

1.351.03 Task: Provide informational assistance and guidance in evaluating, selecting, and maintaining audio-visual equipment and materials; media production and use; and program development.

1.351.04 Task: Assist the library community in the development of library facilities through site visits, consultations, etc.

1.352. OBJECTIVE: To collect, compile, analyze, and disseminate library data for use by those responsible for the planning, development, implementation, and evaluation of library program and services.

1.352.01 Task: Collect financial data on local public library operations including levels and sources of funding and expenditures in the categories of personnel, library materials, operating expenses, and capital.

1.352.02 Task: Collect activity data on local public library operations including schedule of hours open, circulation levels, and reciprocal borrowing activity.

1.352.03 Task: Collect data on library personnel including number of full-time equivalents, educational levels, and salary ranges.

1.352.04 Task: Collect and compile the names and addresses of public library trustees from each library and municipality.

1.352.05 Task: Publish a directory of public libraries, listing hours of operation and other information.

1.352.06 Task: Collect and compile other pertinent data/information related to library programs and services.

1.352.07 Task: Compile data and structure the data elements in a format for study and analysis.

1.352.08 Task: Disseminate appropriate data to the Board of Library Commissioners and its staff, the Statewide Advisory Council on Libraries, librarians, trustees, State and local officials and others. Dissemination is accomplished through: publication in the Library Data series; office, telephone, or written consultations; or through the M.B.L.C.'s regular publications.

1.352.09 Task: Determine the feasibility of systematically collecting, compiling, analyzing, and publishing additional indicators of library support and measures of library output.

1.352.10 Task: Prepare a comprehensive booklet of Massachusetts laws relating to the operation and governance of public libraries. [no federal or state funds under the L.S.C.A. program will be applied toward this task]

1.352.11 Task: Periodically query public libraries about friends of library organizations.

1.353. OBJECTIVE: To promote the development of public library services, facilities, materials and personnel qualitative/quantitative guidelines of a more comprehensive nature than the Commonwealth's statutory/regulatory minimum public library standards.

1.353.01 Task: Initiate and continue a process for developing and evaluating definitions and criteria of factors that contribute to the inadequacy of library services.

1.353.02 Task: Identify applicable professional guidelines and measurement tools especially those that have been developed by state professional associations.

1.353.03 Task: Explore methodologies for developing qualitative/quantitative guidelines.

1.353.04 Task: Explore the need and professional support for non-mandatory qualitative/quantitative guidelines.

1.353.05 Task: Develop methodologies for the development and funding of these guidelines and their application to state and local programs.

1.354. OBJECTIVE: To improve the State library administrative administrative agency's in-house professional resource collection and services to support consultant services and to provide informational assistance to the library community.

1.354.01 Task: Maintain and strengthen the agency's in-house professional resource collection through collection development and management policies.

1.354.02 Task: Increase bibliographic access to the resource collection by becoming an active participant in one of the state's resource sharing networks using an automated circulation/ILL control system which can, in turn, be accessed by other resource sharing networks bi-directionally.

1.354.03 Task: Maintain a file of completed library needs assessments, planning studies, and community analyses in the reference resource collection.

1.355. OBJECTIVE: To plan, develop, and conduct or facilitate activities which support or provide for the over-all development of library personnel by providing informational assistance to the library community regarding continuing educational and occupational opportunities, and acting as a link among the various educational programs.

1.355.01 Task: Develop and implement a program for the continuing education of consultant personnel through workshops, seminars, and coursework.

1.355.02 Task: Develop procedures to encourage program specialists and/or program consultants to share acquired skills with other program consultants internally, and/or with consultants in other library agencies in the state.

1.355.03 Task: M.B.L.C. staff in conjunction with S.A.C.L., Regional Public Library Systems and professional organizations should identify the specific needs for continuing education and other training, and develop methods for meeting those needs.

1.355.04 Task: Conduct or facilitate workshops to inform the library community about library programs/services.

1.355.05 Task: Act as liaison with other agencies, organizations, and associations involved with the development of library and library related programs/services.

1.355.06 Task: Publish Massachusetts Positions Vacancies.

1.355.07 Task: Investigate the establishment of a computerized bulletin board for Massachusetts library position vacancies that would provide immediate access to this information and would be a basis for the print version.

1.355.08 Task: Publish a listing of library related courses.

1.355.09 Task: Investigate the establishment of a computerized bulletin board for the posting of meeting dates and continuing education opportunities.

1.400. MAJOR URBAN RESOURCE LIBRARIES

1.400. SUBGOAL: To promote and encourage the development of the resources and collections of Major Urban Resource Libraries (MURLs).

Definition: A Major Urban Resource Library is any public library located in a city having a population of 100,000 or more individuals as determined by the Commissioner (Secretary); which because of the value of its collections, needs special assistance to furnish services at a level required to meet the demands made by individual users and other libraries; and provides services to these users throughout the region in which this library is

located. (P.L. 98-480 Sec. 3)

1.401. OBJECTIVE: To strengthen the library materials collections of designated Major Urban Resource Libraries.

1.401.01 Task: Strengthen and/or develop collections for reference in the appropriate formats as allowable by L.S.C.A. statute and regulations in designated areas including, but not limited to, humanities, social sciences, business, science and technology, government documents, and serials. **(1)**

1.402. OBJECTIVE: To enhance and preserve the materials collections of Major Urban Resource Libraries through binding or microfilming heavily used and/or important fragile materials.

1.402.01 Task: Identify subject areas and materials in need of preservation. **(2)**

1.402.02 Task: Develop the technology, and participate in experiments in preservation methods. **(2)**

1.402.03 Task: Increase access and availability through creation or utilization in microform or other formats of these materials. **(2)**

1.402.04 Task: Expand bibliographic access by cataloging and indexing materials. **(2)**

1.403. OBJECTIVE: To coordinate and develop MURL collections and other resources in depth not possible as Regional Public Library Systems' libraries, and metropolitan libraries.

1.403.01 Task: Secure state funds to strengthen and develop MURL collections and resources, and expand preservation efforts. **(1)**

1.404. OBJECTIVE: To identify types and levels of services provided by Major Urban Resource Libraries.

1.404.01 Task: Establish criteria for identifying appropriate services to be offered by Major Urban Resource Libraries. **(1)**

1.404.02 Task: Establish criteria for measuring types and levels of services as defined in Task 1.404.01. **(1)**

POLICIES: 1.400. MAJOR URBAN RESOURCE LIBRARIES

The policy of the M.B.L.C. is to implement this program when required by federal law, regulation, and/or appropriation.

The policy of the M.B.L.C. is to encourage the development of Major Urban Resource Libraries. The minimum funding mandated by the L.S.C.A. annual program will be divided evenly among the qualifying libraries.

PROCEDURES: 1.400. MAJOR URBAN RESOURCE LIBRARIES

Qualifying Major Urban Resource Libraries are identified and notified.

Qualifying Major Urban Resource Libraries may apply for funding under this program.

M.B.L.C. allocates the funds and monitors project implementation.

Recipient libraries and the M.B.L.C. evaluate the project.

PRIORITIES: 1.400. MAJOR URBAN RESOURCE LIBRARIES

Not Applicable.

CRITERIA: 1.400. MAJOR URBAN RESOURCE LIBRARIES

Libraries qualifying for a grant under this program must meet the following criteria:

a. The library's collection must be of value to individual users and libraries throughout the defined geographic area in which the library is located and the library must: add a minimum of 25,000 volumes annually; subscribe to at least 700 periodical/serial titles; have a collection of at least 650,000 volumes; and have a total annual operating expenditure of at least $1,750,000;

b. Provision of service to users and libraries within the library's defined regional area will be confirmed by contractual agreement with the M.B.L.C.;

c. Provide services through the main libraries located in cities designated by the Secretary of Education;

d. Must provide access to collections in addition to locally owned materials through participation in a shared automated bibliographic database and a corresponding formalized delivery system; and

e. There can be no more than one MURL in any existing region under the Regional Public Library Systems program.

EVALUATION: 1.400. MAJOR URBAN RESOURCE LIBRARIES

Funded projects will be evaluated by the grantee and staff of the State library administrative agency with the assistance of the State Advisory Council on Libraries. Evaluations will be incorporated into the Long Range Program as appropriate.

1.450. STRENGTHENING METROPOLITAN LIBRARIES

1.450. SUBGOAL: To strengthen metropolitan libraries in areas of identified need.

Definition: Metropolitan Libraries are main libraries located in those municipalities designated Metropolitan Statistical Area (MSA) central cities by the U. S. Department of Commerce, Bureau of the Census.

1.451. OBJECTIVE: To establish a Metropolitan Library Development Committee responsible for the development of needs assessment model(s) that can be used by Massachusetts metropolitan libraries, and other libraries of all types in the Commonwealth.

1.451.01 Task: Determine whether additional criteria which would expand the Definition of a metropolitan library should be included in **CRITERIA: 1.450. STRENGTHENING METROPOLITAN LIBRARIES**. Those criteria may include non-resident use, recognition as a core library by other area libraries, local traffic and business development patterns, etc. **(1)**

1.451.02 Task: Define the assessment criteria, determine the scope of the needs assessment, and design the needs assessment methodology. **(1)**

1.451.03 Task: Develop a Massachusetts Library Needs Assessment Model based in part on resident surveys. The needs assessment process will include the identification of barriers to library use (limited parking, inadequate hours of operation, etc.) and barriers to library development (inadequate financial support, personnel residency requirements, etc.). **(1)**

1.451.04 Task: Test the Model by application. **(1)**

1.451.05 Task: Analyze the output of the Model, revising and retesting if necessary. **(1)**

1.452. OBJECTIVE: To encourage and facilitate needs assessment of those Massachusetts libraries which meet the criteria for designation as a Metropolitan Library.

1.452.01 Task: Disseminate the Massachusetts Needs Assessment Model to all designated Metropolitan Libraries. **(2)**

1.452.02 Task: Assist librarians with the needs assessment process. **(2)**

1.452.03 Task: Collect and analyze the output of the process. **(2)**

1.453. OBJECTIVE: To develop priorities for strengthening Metropolitan Libraries based on assessments and analyses.

1.453.01 Task: Identify the resource needs and strengths of individual Metropolitan Libraries, including personnel, subject collections, specialized services, etc. **(2)**

1.453.02 Task: Compare and contrast the identified resource strengths and needs of Metropolitan Libraries. **(2)**

1.453.03 Task: Develop a list of strengthening priorities as needs are identified. **(2)**

1.454. OBJECTIVE: To implement L.S.C.A. Title I projects designed to strengthen Metropolitan Libraries.

1.454.01 Task: Disseminate information about priority target projects during the annual grant application process. **(2)**

1.454.02 Task: Encourage and support efforts to strengthen Metropolitan Libraries in areas of identified need. **(2)**

1.455. OBJECTIVE: To facilitate statewide resource sharing utilizing metropolitan libraries.

1.455.01 Task: Devise policies and methodologies for metropolitan library resource sharing (last copy, specialized subject area and serials development, information and referral, etc.). **(2)**

1.455.02 Task: Develop a plan for maximum utilization of metropolitan library resource sharing within the State plan for resource sharing. **(2)**

1.456. OBJECTIVE: To evaluate those projects and programs implemented with the intention of strengthening Metropolitan Libraries.

1.456.01 Task: Design an evaluation methodology that will measure the success of strengthening efforts relative to needs assessment. **(2)**

1.456.02 Task: Implement the evaluation. **(2)**

1.456.03 Task: Analyze the evaluation output and revise the strengthening process and the funding priorities as indicated by that analysis. **(2)**

POLICIES: 1.450. STRENGTHENING METROPOLITAN LIBRARIES

The policy of the M.B.L.C. is to encourage and promote the development and enhancement of the resources, services, and programs offered by metropolitan public libraries.

PROCEDURES: 1.450. STRENGTHENING METROPOLITAN LIBRARIES

Public libraries are eligible to apply under the L.S.C.A. Title I Special Projects Grant Program.

PRIORITIES: 1.450. STRENGTHENING METROPOLITAN LIBRARIES

Priority will be given to metropolitan libraries which are also identified as being in a disadvantaged community in program **1.200. DISADVANTAGED** and as most inadequate in program **1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES**.

CRITERIA: 1.450. STRENGTHENING METROPOLITAN LIBRARIES

The general concept of a Metropolitan Statistical Area (MSA) is one of a large population nucleus, together with adjacent communities which have a high degree of economic and social integration with that nucleus. Standards for New England MSAs are explained in the U.S. Department of Commerce's Bureau of the Census' Geographic Concepts and Codes.

Recognized as the central city(ies) of the metropolitan area are:

a. The city with the largest population in the metropolitan statistical area;
b. Each additional city with a population of at least 250,000 or with at least 100,000 persons working within its limits;
c. Each additional city with a population of at least 25,000, an employment/residence ratio of at least 0.75, and outcommuting of less than 60 percent of its resident employed workers; and
d. Each city of 15,000 to 25,000 population which is at least one-third as large as the largest central city, has an employment/residence ratio of at least 0.75, and has outcommuting of less than 60 percent of its resident employed workers.

(Source - U.S. Bureau of the Census, State and Metropolitan Area Data Book, 1982)

Massachusetts MSA Central Cities are listed in Appendix F and updated as appropriate.

EVALUATION: 1.450. STRENGTHENING METROPOLITAN LIBRARIES

Funded projects will be evaluated by the grantee and the staff of the State library administrative agency with the

assistance of the State Advisory Council on Libraries. Evaluations will be incorporated into the Long Range Program as appropriate.

1.500. LIMITED ENGLISH-SPEAKING

1.500. SUBGOAL: To afford limited English-speaking residents of the Commonwealth the opportunity to have access to materials in their own language and in formats that are appropriate to their use and interest and to afford limited English-speaking residents of the Commonwealth the opportunity to develop literacy in English for full participation in a free and democratic society.

Definition: Limited English-speaking refers to individuals who were not born in the United States or whose native language is a language other than English; or individuals who come from environments where a language other than English is dominant as further defined by the Secretary, and by reason thereof, have difficulty speaking and understanding instructions in the English language. (34 CFR 770.4 [c])

1.501. OBJECTIVE: To encourage public libraries to support the planning and development of ESL (English as a second language) programs and other language programs in the community.

1.501.01 Task: Encourage and support local needs assessment relative to ESL programs including the identification of other local service providers. **(1)**

1.501.02 Task: Encourage and support library staff awareness and sensitivity training of the needs of the target group. **(3)**

1.501.03 Task: Encourage and support the coordination of public library ESL programs with similar programs operated by other educational agencies. **(2)**

1.501.04 Task: Encourage public libraries to establish an advisory panel composed of local community representatives, service providers, and members of the library staff to assist in the planning, implementation, support, and evaluation of ESL programs. **(1)**

1.501.05 Task: Encourage public libraries to obtain policy commitments from the library board of trustees and the support of the staff to provide ESL programs. **(2)**

1.501.06 Task: Encourage public libraries to develop an action plan to include goals, objectives, activities, and

staff responsibilities for proposed ESL programs. **(3)**

1.502. OBJECTIVE: To actively promote and support the implementation of ESL programs in public libraries.

1.502.01 Task: Encourage and support the appointment of a project coordinator (and alternate if possible) who will work in cooperation with Literacy Volunteers of Massachusetts or other agencies as appropriate and who will be responsible for the coordination of all activities of the program. **(1)**

1.502.02 Task: Assist in the coordination of publicity and strategies to effectively increase outreach to those members of the target group in need of ESL instruction. **(2)**

1.502.03 Task: Encourage and support the allocation of materials and library space appropriate and relevant to the program. **(2)**

1.502.04 Task: Encourage and support library efforts to increase community awareness about the need for ESL programs. **(3)**

1.503. OBJECTIVE: To encourage the development of effective and innovative projects and strategies that would promote cross cultural awareness in both the library and the community.

1.503.01 Task: Increase awareness of unique and innovative projects nationwide as models for possible adaptation/replication in Massachusetts libraries. **(1)**

1.503.02 Task: Encourage the use of alternative technologies that could be potentially applied to cross cultural programs. **(2)**

1.504. OBJECTIVE: To encourage public libraries to support the planning and development of special projects including outreach programs to limited English-speaking people in the community.

1.504.01 Task: Encourage and support needs assessment of the limited English-speaking population to determine the most appropriate type of programs and services. **(1)**

1.504.02 Task: Encourage the identification and/or appointment of a staff member who is a member of the target group, who speaks the target language, or who has shown sensitivity and experience in dealing with a limited English-speaking population. **(2)**

1.504.03 Task: Encourage and support the allocation of materials in a variety of formats in the target language which are appropriate to the reading level and interests of

the limited English-speaking population. **(2)**

1.504.04 Task: Encourage and support the development of special programs designed to attract the target group. **(2)**

1.504.05 Task: Encourage and support public relations techniques in order to advertise library programs, materials, and services including those media sources which have been determined most used by the limited English-speaking population. **(2)**

1.505. OBJECTIVE: To encourage and promote the development and implementation of evaluation methodologies designed to measure the effectiveness of programs and services to limited English-speaking populations.

1.505.01 Task: Study and evaluate both previous and present programs and services to limited English-speaking persons for effectiveness. **(1)**

1.505.02 Task: Report evaluation results to the S.A.C.L. and to incorporate the recommendations resulting from evaluation in the Long Range Program revisions and L.S.C.A. grant rounds. **(2)**

POLICIES: 1.500. LIMITED ENGLISH-SPEAKING

The policy of the M.B.L.C. is to support the development and improvement of library services in communities with a high percentage of persons with limited English-speaking ability.

PROCEDURES: 1.500. LIMITED ENGLISH-SPEAKING

Public libraries in identified communities are eligible to apply under L.S.C.A. Title I Special Projects Grant Program.

PRIORITIES: 1.500. LIMITED ENGLISH-SPEAKING

Priority will be given to qualified communities with a high incidence of persons with limited English-speaking ability.

Second priority will be given to communities developing projects that will serve those persons on a regional basis under an organized cooperative plan.

Third priority will be given to communities developing programs which serve the target group.

Communities identified as having a high percentage of limited English-speaking persons appear in Appendix G, and will be updated annually.

CRITERIA: 1.500. LIMITED ENGLISH-SPEAKING

Basic criteria for determining areas with high concentrations of persons with limited English-speaking ability will be:

a. Massachusetts Department of Education Bi-lingual Student Statistics (compiled annually), included as qualifying are cities and towns with over 200 students between the ages of 3 and 21 whose first language is not English; and

b. 1980 Census of the Population and Housing: Summary Characteristics for Governmental Units and Standard Metropolitan Areas (U.S. Bureau of the Census) which designates those cities and towns with over 200 persons above age 5 who speak a language other than English at home, or who do not speak English well or at all. Persons with limited English-speaking ability include: Individuals who were not born in the U.S. or whose native language is a language other than English; and individuals who come from environments where a language other than English is dominant and who, because of this, have difficulty speaking and understanding instruction in the English language.

SPECIAL CRITERIA: 1.500. LIMITED ENGLISH-SPEAKING

The following elements have been identified as components of successful programs for persons with limited English-speaking ability. Projects in this category will be reviewed with the following as a checklist:

a. Identify through demographic analysis that a substantially documented number of a determined limited English-speaking group is currently without library materials and services related to their special needs;

b. Determine through needs analysis of the community the most appropriate form of program, services, and materials to address the needs of the target group;

c. Demonstrate the willingness of the library staff to serve the ethnic community as evidenced by either written goals or previous programming;

d. Set up an advisory committee made up of local community agencies currently serving the target group and of service users to determine the scope of the project to avoid duplication of existing programs;

e. Provide a staff person who is either a member of the target group, who speaks the language of the target group, or who has proven sensitivity and experience in dealing with the target group;

f. Selection and acquisition of library materials which are in the target language and which are appropriate to the needs and reading level of the group (this may include materials which are considered non-traditional);

g. Provide appropriate programming to attract the target group. Programmimg may include highlighting holidays, national events of interest, etc.;
h. Employ public relations techniques to advertise library programs, materials, and services by publicizing in those media sources which have been determined to be most used by the ethnic group;
i. Provide for staff training through participation in workshops and meetings which will increase their awareness of the service needs of ethnic groups and improve techniques for outreach; and
j. Perform evaluation of ethnic outreach project to determine how it has increased service to the target group and how it has accomplished the library's goal to improve service to that group.

EVALUATION: 1.500. LIMITED ENGLISH-SPEAKING

Funded projects will be evaluated by the grantee and staff of the State library administrative agency with the assistance of the State Advisory Council on Libraries. Evaluations will be incorporated into the Long Range Program as appropriate.

1.550. SERVICES TO THE ELDERLY

1.550. SUBGOAL: To meet the informational, recreational and educational needs of Massachusetts elderly residents by initiating, improving and expanding library materials, services and programs directed to this population group.

Definition: The elderly are those persons aged 65 and older.

1.551. OBJECTIVE: To encourage the development and implementation of library services and programs serving elderly citizens based on identified needs.

1.551.01 Task: Encourage local needs assessment conducted in cooperation with other agencies and organizations serving the elderly.

1.551.02 Task: Encourage the participation of elders in program planning and the inclusion of elder information and program needs within regular library service programs on a continuing basis.

1.552. OBJECTIVE: To identify and evaluate existing library services and programs serving the elderly and to formulate methods of improvement.

1.552.01 Task: Identify existing services for the elderly, including deposit collections in group residences, community programs and institutions; delivery to the homebound; current events and consumer information programs by January, 1988.

1.552.02 Task: Devise a method of evaluating such services in light of the aforementioned needs assessment by May, 1988.

1.552.03 Task: Encourage librarians serving the elderly to participate in the program evaluation and to make broadly-based recommendations for improving such services by January, 1989.

1.553. OBJECTIVE: To encourage and promote cooperative programming, services and resource sharing among agencies/organizations of and serving the elderly on a continuing basis.

1.553.01 Task: Encourage cooperative program/service development with local Councils on Aging and the state Office of Elder Affairs.

POLICIES: 1.550. SERVICES TO THE ELDERLY

The policy of the M.B.L.C. is to encourage the development of resources, programs and services that will serve the needs of the Commonwealth's elderly residents.

PROCEDURES: 1.550. SERVICES TO THE ELDERLY

Public libraries are eligible to apply under the L.S.C.A. Title I Special Projects Grant Program. Eligible activities established by regulation include but are not restricted to the following (34 CFR 770.10 [b][4][ii]):

a. Training librarians to work with the elderly;
b. Conducting special library programs for the elderly, particularly for the elderly who are handicapped;
c. Purchasing special library materials for use by the elderly;
d. Paying salaries for elderly persons who work in libraries as assistants on programs for the elderly;
e. Providing to the elderly home visits by librarians and other library personnel;
f. Establishing programs to notify the elderly about the availability of library services; and
g. Furnishing transportation to enable the elderly to have access to library services.

PRIORITIES: 1.550. SERVICES TO THE ELDERLY

Priority will be given to communities without established

programs serving the elderly.

Priority will be given to communities with a high percentage of elderly residents.

Priority will be given to communities requesting monies that will establish cooperative programs/services with other libraries or agencies serving the elderly.

Low priority will be assigned to projects implementing activities d., e. and g. that cannot provide assurance of local funding in the year(s) following project closure.

CRITERIA: 1.550. SERVICES TO THE ELDERLY

The eligible activities listed under **PROCEDURES: 1.550.** may be used as guidelines for grant proposals to develop services to elderly individuals.

EVALUATION: 1.550. SERVICES TO THE ELDERLY

Funded projects will be evaluated by the grantee and staff of the State library administrative agency with the assistance of the State Advisory Council on Libraries. Evaluations will be incorporated into the Long Range Program as appropriate.

1.600. COMMUNITY INFORMATION AND REFERRAL CENTERS

1.600. SUBGOAL: To provide Massachusetts residents with easily accessible Community Information and Referral Services which are able to link individuals with service or information needs with the agencies or resources designed to alleviate those needs.

Definition: "Community information referral center" means a center that provides information and makes referrals to link people in need of services to appropriate resources. (34 CFR 770.4 [c]).

More specifically:

"Information and Referral is the process of linking an individual with an information or service need to a resource designed to meet that need. Information and referral programs in public libraries may include developing and maintaining a resource file, information rendering, referral to other agencies, follow-up, advocacy and identification of service gaps. All components of I & R programs should be determined through coordinated planning with other community agencies.

Information and Referral is an integral part of the public library's total service. Traditionally the public library has been an information center for its community. I & R expands this function from using only published sources to include current

community sources. I & R in the library is broad-based, non-stigmatic, non-partisan, non-threatening, and has no eligibility requirements. I & R in public libraries differs from social work as provided by social service agencies. The library's goal is to provide information connecting the user with the needed services rather to effect change in the individual or the environment." (A.L.A. Guidelines)

1.601. OBJECTIVE: To encourage and support the planning and development of Community Information and Referral (I & R) Centers in public libraries on a continuing basis.

1.601.01 Task: Encourage and support local library efforts to identify existing I & R and other services and resources in their own and surrounding communities. **(1)**

1.601.02 Task: Encourage public libraries to gain support from the Library's Board of Trustees and to promote cooperation among library staff for the provision of I & R services. **(2)**

1.601.03 Task: Encourage public libraries to establish an I & R advisory panel composed of local community service agency representatives and members of the library staff to aid in planning, implementing, supporting, and evaluating I & R services. **(1)**

1.601.04 Task: Encourage public libraries to define the scope of proposed I & R services and to determine corresponding library staff and service agency responsibilities. **(2)**

1.602. OBJECTIVE: To encourage and support the implementation of Community Information and Referral Centers in public libraries on a continuing basis.

1.602.01 Task: Encourage and support the appointment of a project coordinator. The coordinator may be a member of the existing library staff or an individual employed specifically for that purpose. **(1)**

1.602.02 Task: Encourage and support the development of a data gathering process for the purpose of creating a referral file. **(2)**

1.602.03 Task: Encourage and support the creation of referral file directories in automated formats whenever feasible. **(2)**

1.602.04 Task: Encourage and support staff training in I & R service user interview techniques. **(2)**

1.602.05 Task; To encourage and support the dissemination

of project related publicity to potential users and service providers. (3)

1.602.06 Task: Encourage and support the scheduled periodic updating of I & R file directories. (3)

1.603. OBJECTIVE: To evaluate the services of Community I & R Centers on a continuing basis.

1.603.01 Task: Encourage and support the collection of statistics relative to the number/nature of requests for information including the percentage of questions answered satisfactorily. (1)

1.603.02 Task: Encourage and support the implementation of evaluation processes and revisions to I & R services based on information obtained by statistical evaluation. (2)

1.603.03 Task: Through analysis of I & R inquiries, identify information gaps within the community. (2)

POLICIES: 1.600. COMMUNITY INFORMATION AND REFERRAL CENTERS

The policy of the M.B.L.C. is to encourage and promote the development of community information and referral centers as part of the information service offered by public libraries.

PROCEDURES: 1.600. COMMUNITY INFORMATION AND REFERRAL CENTERS

Public libraries are eligible to apply under the L.S.C.A. Title I Special Projects Grant Program.

PRIORITIES: 1.600. COMMUNITY INFORMATION AND REFERRAL CENTERS

Communities which have completed the needs assessment process and are listed as priority communities in program **1.200. DISADVANTAGED**; and

Communities proposing regional I & R services and/or communities establishing I & R services in cooperation with other information/service providers will receive priority for funding.

CRITERIA: 1.600. COMMUNITY INFORMATION AND REFERRAL CENTERS

The following elements have been identified as components of successful information and referral projects. I & R project proposals will be reviewed using this checklist:

a. Determine the community's information needs and evaluate existing community information services;
b. Obtain support for the provision of I & R services from the Library Board of Trustees;
c. Evidence of the establishment of an advisory panel made up of local community leaders, agencies and

library staff members who would aid in planning, training, and providing support for the project;

d. A plan determining the scope of the services to be offered and methods of project implementation;

e. Clearly defined project staff responsibilities, especially the responsibilities of the project coordinator and the relationship between the I & R project and other library programs;

f. Plans to train project staff in techniques for interviewing agencies providing services and patrons requesting information; plans to train staff on development of file directories, collection of information, etc.;

g. Plans to develop the data gathering process: interview forms, letters, and telephone techniques and the determination of the accuracy of the resource file by scheduled periodic updates of information, and assessments of staff performance to ensure accurate and helpful delivery of information;

h. Plans for a publicity campaign and dissemination of information to the community; and

i. The development of statistical collection methods and evaluative tools on the number/nature of requests for information and percentage of questions answered satisfactorily.

EVALUATION: 1.600. COMMUNITY INFORMATION AND REFERRAL CENTERS

Funded projects will be evaluated by the grantee and staff of the State library administrative agency with the assistance of the State Advisory Council on Libraries. Evaluations will be incorporated into the Long Range Program as appropriate.

1.650. LITERACY PROGRAMS

1.650. SUBGOAL: To afford the Commonwealth's adult residents the opportunity to develop literacy skills necessary for full participation in a free and democratic society.

Definition: "Literacy" means the ability of an individual to read, write, and comprehend and to perform basic arithmetical computations." (34 CFR 770.4 [c])

More specifically:

Functional literacy means, for the purposes of this program, "the possession of skills perceived as necessary by particular persons and groups to fulfill their own self-determined objectives as family and community members, citizens, consumers, job-holders, and members of social, religious, or other associations of their

choosing. This includes the ability to obtain information they want and to use that information for their own and others' well-being; the ability to read and write adequately to satisfy the requirements they set for themselves as being important for their own lives; the ability to deal positively with demands made on them by society; and the ability to solve the problems they face in their daily lives." (St. John Hunter and Harman, Adult Illiteracy in the United States, McGraw-Hill, 1979.)

1.651. OBJECTIVE: To encourage public libraries to support the planning and development of literacy/Adult Basic Education (ABE) programs in the community.

1.651.01 Task: Encourage and support local needs assessment relative to literacy/ABE programs including the identification of other local service providers. **(1)**

1.651.02 Task: Encourage and support the coordination of public library literacy/ABE programs with similar programs operated by other educational agencies. **(1)**

1.651.03 Task: Encourage public libraries to obtain policy commitments from the library board of trustees and the support of the library staff to provide literacy/ABE programs. **(2)**

1.651.04 Task: Encourage public libraries to establish an advisory panel composed of local community representatives, service providers and members of the library staff to assist in the planning, implementation, support and evaluation of literacy/ABE services. **(1)**

1.651.05 Task: Encourage public libraries to develop an action plan to include goals, objectives, activities and staff responsibilities for proposed literacy/ABE programs. **(2)**

1.652. OBJECTIVE: To actively promote and support the implementation of volunteer literacy/ABE programs in public libraries.

1.652.01 Task: Encourage and support the identification and/or appointment of a project coordinator (and alternate if possible), who will work in cooperation with Literacy Volunteers of Massachusetts and/or other agencies as appropriate and who will be responsible for the coordination of all activities of the program in accordance with special criteria. **(1)**

1.652.02 Task: Encourage and support the training for the coordinator and alternate by a qualified literacy specialist. **(2)**

1.652.03 Task: Assist in the coordination of publicity and

strategies to effectively increase outreach to adults in need of literacy/ABE instruction. **(2)**

1.652.04 Task: Encourage and support the allocation of materials and library space appropriate and relevant to the program. **(2)**

1.652.05 Task: Encourage and support library efforts to increase community awareness about the need for literacy/ABE programs. **(3)**

1.653. OBJECTIVE: To encourage the development of effective and innovative projects and strategies that would promote adult literacy and advocacy in the community.

1.653.01 Task: Increase awareness of unique and innovative literacy projects nationwide as models for possible adaption/replication in Massachusetts' libraries. **(1)**

1.653.02 Task: Encourage the use of alternative technologies that could be potentially applied to literacy/ABE programs. **(2)**

1.654. OBJECTIVE: To coordinate the dissemination of information about literacy/ABE programs to public libraries and other agencies.

1.654.01 Task: Develop a questionnaire to solicit information from and about literacy/ABE service providers. **(1)**

1.654.02 Task: Cooperate with State agencies and other service providers to obtain information on the development of new literacy/ABE programs, projects and services. **(1)**

1.654.03 Task: Update the Massachusetts Literacy Resources Directory every two years to reflect the changes and additions to literacy/ABE programs in the Commonwealth. **(2)**

1.654.04 Task: Distribute the Massachusetts Literacy Resources Directory to public libraries and identified service providers. **(3)**

1.654.05 Task: Develop an evaluation of the Directory. **(3)**

1.655. OBJECTIVE: To evaluate the performance of literacy/ABE programs on a continuing basis.

1.655.01 Task: Design an evaluation methodology that will measure the success of literacy/ABE programs relative to needs assessment. **(1)**

1.655.02 Task: Encourage and support the implementation of

evaluation processes and revisions of literacy/ABE programs as indicated by those evaluations. (2)

POLICIES: 1.650. LITERACY PROGRAMS

The policy of the M.B.L.C. is to encourage and promote the establishment of literacy programs in public libraries.

PROCEDURES: 1.650. LITERACY PROGRAMS

Public libraries are eligible to apply for funding under the L.S.C.A. Title I Special Projects Grant Program.

PRIORITIES: 1.650. LITERACY PROGRAMS

Communities which have completed the needs assessment process and are listed as priority communities in program **1.200. DISADVANTAGED**; and

Communities proposing regional literacy/ABE programs in cooperation with other appropriate agencies will receive priority for funding.

CRITERIA: 1.650. LITERACY PROGRAMS

The following guidelines will be used in the review of literacy/ABE project grant applications:

a. Completion of a needs assessment of the community to determine the profile and size of the target group to be served including identification of educational and complementary support services offered to this group;
b. Copies of policy commitments from the Board of Trustees and the support of the library staff to offer literacy/ABE programs;
c. Identification of community agencies which are already service providers and who will provide letters of support for a literacy project;
d. Establishment of an advisory group composed of local community providers, agencies, and possible a reading specialist familiar with the problems of adult new readers;
e. Provision of a project coordinator to handle recruitment and training of tutors and serve as liaison with library staff, tutors, and students. This person will receive training by a qualified literacy specialist;
f. An agreement to recruit, train and match at least ten volunteer tutors to students in the first project year;
g. An agreement to include at least two library staff members as part of the volunteer tutor team;
h. Plans for program publicity including non-traditional forms of outreach;
i. Plans for identification, testing, interviewing and matching potential new readers to tutors;

j. Allocation of resources for selection and acquisition of materials for target group which are appropriate and relevant to their needs;
k. Provision of library space for literacy materials and for volunteer-student tutoring;
l. Performance evaluation of literacy project to assess how it has increased service to an unserved group, accomplished student goals, and created community awareness of need to serve target group;
m. Plans for securing alternate sources of funding to provide continuity of project beyond the first year; and
n. A written agreement to continue project for at least three years in order to determine impact on the target group.

EVALUATION: 1.650. LITERACY PROGRAMS

Funded projects will be evaluated by the grantee and staff of the State library administrative agency with the assistance of the State Advisory Council on Libraries. Evaluations will be incorporated into the Long Range Program as appropriate.

1.700. ADMINISTERING THE L.S.C.A. PROGRAM

1.700. SUBGOAL: To administer the State Plan under the Library Services and Construction Act.

1.701. OBJECTIVE: To assist the library community in planning, developing, extending, and/or evaluating library programs and services to populations/areas within the parameters of the L.S.C.A..

1.701.01 Task: Develop a State library administrative agency program designed to increase the library community's access to information about, and their ability to provide, extend or improve programs/services to populations/areas within the parameters of the L.S.C.A..

1.701.02 Task: With the State Advisory Council on Libraries (S.A.C.L.), annually review the criteria used when reviewing grant applications for L.S.C.A. funding.

1.701.03 Task: With the assistance of the S.A.C.L., identify and apply evaluative techniques on a project and program basis for use by L.S.C.A. special project grant recipients and consultant personnel.

1.701.04 Task: In conjunction with the S.A.C.L. and other appropriate agencies, organizations, and institutions, conduct evaluations to ascertain the needs of specific

populations/areas, and the degree to which those needs are being met.

1.701.05 Task: Participate in the planning, development, implementation, and evaluation of the annual state program proposed to meet identified needs.

1.701.06 Task: Review the grant management component of L.S.C.A. special projects to determine if the reporting and evaluation procedures and processes can be simplified.

1.701.07 Task: With the S.A.C.L., annually review the selection criteria necessary for prioritizing L.S.C.A. special project funding recommendations.

1.702. OBJECTIVE: To develop, conduct and implement a program for extending and improving library services effectively utilizing L.S.C.A. funds.

1.702.01 Task: Establish the Statewide Advisory Council on Libraries broadly representative of public, school, academic, special and institutional libraries, and users of libraries.

1.702.02 Task: Support the activities of the Statewide Advisory Council on Libraries established to advise the Board of Library Commissioners on the development of, and policy matters relating to, the administration of the State Plan and to assist the agency in evaluating library programs, services and activities under the State Plan.

1.702.03 Task: Develop procedures for the administration of the State Plan.

1.702.04 Task: Prepare the State Plan for submission.

1.702.05 Task: Disseminate the approved State Plan to libraries throughout the state.

1.703. OBJECTIVE: To administer the State Plan and its objectives.

1.703.01 Task: Administer a competitive grant program under L.S.C.A. Title I which emphasizes the provision of library services to areas in which such services are inadequate. Such administration includes: planning and coordinating the review process; participating in the review and evaluation of project proposals; offering consultant services (via workshops, telephone, correspondence, and field visits) in areas of proposal preparation and identification of alternate funding sources; and, conducting on-site visits and evaluations of grant recipients.

1.703.02 Task: Administer and monitor L.S.C.A. Title II construction grants of individual communities.

1.703.03 Task: Administer a grant program under L.S.C.A. Title III which facilitates cooperation among two or more types of libraries.

1.703.04 Task: Establish and maintain internal controls that ensure funds are expended solely for those purposes for which funds have been authorized, appropriated and awarded.

1.703.05 Task: Establish and maintain fiscal controls and accounting procedures as necessary to assure proper disbursement of, and accounting of funds.

1.703.06 Task: Conduct audit(s) to meet federal financial accountability requirements.

1.703.07 Task: Develop and submit reports to federal agencies as necessary.

1.703.08 Task: Coordinate programs and projects supported under L.S.C.A. with library programs and projects operated by institutions of higher education, local schools, and/or other public or private library service programs, and other state and federal agencies.

1.704. OBJECTIVE: To develop and implement evaluative tools which measure the program's effectiveness.

1.704.01 Task: With the assistance of sub-grantees, develop reliable and valid evaluative techniques for programs funded under L.S.C.A.

1.704.02 Task: Monitor reports submitted by sub-grantees evaluating progress of the funded project in comparison to the objectives as stated in the grant proposal or as revised during the implementation period.

1.704.03 Task: With the assistance of the Statewide Advisory Council on Libraries, the sub-grantee, and others in the library community as appropriate, evaluate the overall accomplishment of the program as related to state goals, objectives and activities.

1.704.04 Task: Prepare evaluations for submission to federal agencies as appropriate.

1.705. OBJECTIVE: To collect and disseminate information about programs/services to the library community.

1.705.01 Task: Collect information on resources, exemplary projects and related information about library

programs/services.

1.705.02 Task: Disseminate information in agency publications and other appropriate publications about L.S.C.A. and other programs and projects.

1.705.03 Task Identify sources of library materials appropriate for targeted programs/services and populations/areas and publish that information in agency publications and other appropriate publications.

1.705.04 Task: Advise and inform the library community about statutory and regulatory responsibilities relating to programs/services and targeted populations/areas.

1.750. LIBRARY OF LAST RECOURSE

1.750. SUBGOAL: To strengthen the capacity of the Boston Public Library to fulfill its statutorily-defined role as provider of reference and research services for all residents of the Commonwealth.

Definition The Boston Public Library is the library of last recourse for reference and research services for the Commonwealth. (Massachusetts General Laws, Chapter 78, Section C (4)).

1.751. OBJECTIVE: To develop, maintain and preserve comprehensive collections of research and archival nature to supplement library resources of the Commonwealth.

1.751.01 Task: Conduct a program of continuing analysis and evaluation of the strengths and needs of the reference and research collections. **(1)**

1.751.02 Task: Maintain personnel resources with subject expertise and bibliographic skills needed to develop and provide access to reference and research collections. **(1)**

1.752. OBJECTIVE: To provide, to all citizens of the Commonwealth, access to the reference and research collections of the Boston Public Library.

1.752.01 Task: Provide physical facilities and bibliographic tools to permit on-site use of the research resources of the Library. **(1)**

1.752.02 Task: Serve as a back-up resource to supplement local and Regional services, and function as a liaison among various types of libraries. **(1)**

1.752.03 Task: Establish criteria for identifying appropriate services to be offered by the Library of Last Recourse. **(1)**

1.752.04 Task: Establish criteria for measuring types and levels of services as identified in 1.702.03. **(1)**

1.752.05 Task: Increase bibliographic access to these resources by print and/or electronic means, and make those means available at or through appropriate service locations throughout the state. **(1)**

1.752.06 Task: Develop and disseminate written policy statements concerning collection development, access, preservation, and maintenance. **(2)**

1.752.07 Task: Develop and disseminate information to libraries, library trustees, library users, and others discussing the role and functions of the Library of Last Recourse. **(2)**

1.752.08 Task: Explore, and utilize when feasible, new methodologies and technologies which will enhance and expand the services provided to users. **(2)**

POLICIES: 1.750. LIBRARY OF LAST RECOURSE

No more than fifty percent of the funds provided for Library of Last Recourse services from State sources shall be allocated or expended for personnel resources.

PROCEDURES: 1.750. LIBRARY OF LAST RECOURSE

Not applicable: not an L.S.C.A. program.

PRIORITIES: 1.750. LIBRARY OF LAST RECOURSE

Not applicable: not an L.S.C.A. program.

CRITERIA: 1.750. LIBRARY OF LAST RECOURSE

Not applicable: not an L.S.C.A. program.

EVALUATION: 1.750. LIBRARY OF LAST RECOURSE

Evaluation will occur under Objective 1.752. The Library of Last Recourse is not an L.S.C.A. program.

2.100. TITLE II: FACILITIES

2.100. SUBGOAL: To encourage and promote the development of adequate physical facilities for public libraries in order to provide all Massachusetts residents with access to library resources and to enhance library services and programs.

2.101. OBJECTIVE: To provide informational assistance to those communities evaluating existing library structures and/or planning new or renovated facilities.

2.101.01 Task: Encourage and facilitate surveys and other studies that will provide evaluative and summary data related to public library facilities.

2.101.02 Task: Encourage and facilitate workshops that will provide training and information about the development and improvement of public library facilities.

2.101.03 Task: Provide information relating to facilities through M.B.L.C. and other publications.

2.101.04 Task: Provide through the M.B.L.C.'s Reference Resource Collection and/or through referral to the Regional Public Library Systems, bibliographies and informational listings designed to assist the public library sector in planning and implementing facilities projects.

2.101.05 Task: Promote communication and other activities with other State and federal agencies which may provide funding or program assistance.

2.101.06 Task: Encourage and facilitate the development of a model consultative project that will provide local libraries with initial architectural analysis on an area basis.

2.102. OBJECTIVE: To provide federal and/or State financial assistance in support of new library construction and/or renovation of facilities for increased accessibility, energy conservation, or to accommodate new technologies in those years when appropriations are made.

2.102.01 Task: Establish policies, procedures and criteria for operating the grant program.

2.102.02 Task: Process applications using S.A.C.L. procedures and develop recommendations to the M.B.L.C.

2.102.03 Task: Process final M.B.L.C. approval, develop Annual Program and seek approval of U.S. Secretary of Education.

2.102.04 Task: Process contracts in compliance with federal

and State laws, regulations, and rules.

2.102.05 Task: Monitor projects to insure compliance with federal and State laws, regulations, and rules.

2.102.06 Task: Conduct evaluation of projects.

2.102.07 Task: Conduct evaluation of program and revision.

POLICIES: 2.100. TITLE II = FACILITIES

The policy of the M.B.L.C. is to support and assist the development of adequate and quality public library facilities through the use of L.S.C.A Title II monies. Every effort will be made to distribute funds to a variety of projects on a broad geographic basis.

Projects will be funded at a maximum level equal to 25% of the total project costs unless the library is located in a community which has been identified in program **1.200. DISADVANTAGED** and/or **1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES**. Grants to those communities may be funded at a level up to 35% of the total project costs.

A maximum of 75% of an annual L.S.C.A.. Title II appropriation may be awarded to a single project in order to promote a broader distribution of monies and a variety of projects.

PROCEDURES: 2.100. TITLE II = FACILITIES

Public libraries may apply for L.S.C.A. Title II monies by filing an Intent-to-Apply and application forms under this program. Applications will be reviewed under procedures established by the S.A.C.L.. Final awards of L.S.C.A. Title II grants will be made by the Massachusetts Board of Library Commissioners.

Based on the Congressional finding that "funding for construction of new libraries and renovation of existing libraries is essential to ensure continuation of library services for the public," there are several types of eligible activities that maybe funded with L.S.C.A. Title II monies. These are:

a. Construction of new buildings;
b. Acquisition, expansion, renovation or alteration of existing buildings;
c. Remodeling to meet the standards of the Architectural Barriers Act of 1968;
d. Remodeling designed to conserve energy;
e. Renovation or remodeling to accommodate new technologies; and
f. Purchase of existing historic buildings for conversion to public libraries;

The following costs are eligible as part of the preceeding types of activities:

a. Initial equipment
b. Architectural services within three years
c. Acquisition of land within three years

Every applicant whose application for funds under the L.S.C.A. Title II program is denied will be given an opportunity for a fair hearing before the Massachusetts Board of Library Commissioners:

a. The M.B.L.C. shall notify all applicants of the status of their application within 30 days after Board action on said application. Notification shall include procedures for fair hearing process.
b. Communities requesting a fair hearing shall make such request within 30 days.

PRIORITIES: 2.100. TITLE II = FACILITIES

In awarding Title II monies the following priorities will be assigned to public library construction projects. Priorities are arranged in ranked order by priority.

1. Central public library buildings in those municipalities whose public libraries participate in the Library Incentive Grant/Direct State Aid Program, are members of the Regional Public Library Systems, and lack adequate library facilities to provide quality and effective library services. Priority will be given to municipalities listed in programs **1.200. Disadvantaged** and/or **1.150. Public Library Area With Inadequate Services** and those municipalities which have demonstrated efforts to fund such facilities.
2. Central library buildings in communities where long established public library services have been temporarily interrupted due to circumstances beyond the local municipality's control (e.g. fire or other similar emergencies).
3. Projects which correct physical barriers to accessability in central buildings of those public libraries which participate in the Library Incentive Grant Program/Direct State Aid Program and are members of the Regional Library Systems. Project design must meet minimum State and federal accessibility standards.
4. Branch library buildings within a municipal public library system serving a population of 50,000 or more. A low priority will be accorded to branch construction with the exception of those branch libraries serving areas with a high concentration of low-income families.
5. Projects which correct barriers to physical accessibility in branch library buildings allowing those buildings to meet minimum State and federal accessibility standards.
6. Projects designed to improve energy efficiency.
7. Projects which propose remodeling to accommodate new technologies.

a Network Advisory Committee representing resource sharing library cooperatives which will serve as a forum for the discussion of issues related to interlibrary cooperation, resource sharing, and networking. **(1)**

3.103.02 Task: Encourage and support educational network training programs for librarians including, but not limited to, programs on telecommunications, governance, bibliographic standards, network management, contractual negotiations, searching skills, and national bibliographic standards. **(2)**

3.103.03 Task: The M.B.L.C. should coordinate, with the Network Advisory Committee, a public information program about the network for librarians, library trustees, and other residents of the Commonwealth. **(3)**

3.103.04 Task: Explore, and develop if desirable and feasible, a common electronic means of communication between and among the library cooperatives represented on the Network Advisory Committee. **(1)**

3.104. OBJECTIVE: To develop and maintain delivery systems for the exchanging of library materials among the participating libraries.

3.104.01 Task: Conduct a needs assessment/study of document request and delivery processes and procedures among libraries of all types in Massachusetts. **(1)**

3.104.02 Task: Encourage and support enhanced document request and delivery procedures by locating materials and transmitting requests electronically whenever possible and by using the fastest, most cost-effective delivery methods possible. **(1)**

3.105. OBJECTIVE: To project computer and other technological needs for resource sharing.

3.105.01 Task: Participants and the Network Advisory Committee will monitor technological developments that could increase the capability and capacity to share resources. **(1)**

3.106. OBJECTIVE: To establish multi-type automated resource sharing networks which will provide collectively one or more of the following three services: (1) Circulation/Interlibrary Loan Services - access to database files of machine-readable bibliographic records which indicate availability status as well as ownership to the requester; (2) Cataloging/Interlibrary Loan Services - access to database files of shared machine-readable bibliographic records which indicate library ownership and may be searched for Interlibrary Loan requests; (3) Search and

Information Services - access to database files which provide bibliographic citations, abstracts, full text documents, and/or other types of information.

3.106.01 Task: The M.B.L.C. has the legislatively mandated responsibility to plan, develop, establish, implement, coordinate, monitor, and evaluate an automated resource sharing multitype library network, and should therefore assume responsibility for the development and coordination of appropriate network activities. **(1)**

3.106.02 Task: Develop cost-effective methods of service enhancement, resource sharing, and program development through multi-library/agency cooperation. **(1)**

3.106.03 Task: When feasible the M.B.L.C. should provide capital funding for the installation of central site hardware and software for shared circulation/ILL control systems and should also provide funding for the establishment and implementation of Information Network Centers (INCs). **(1)**

3.106.04 Task: The M.B.L.C. should monitor and participate in the development and implementation of the statewide network proposed by the Massachusetts Corporation for Educational Telecommunications. **(3)**

3.106.05 Task: The M.B.L.C. should provide informational support to individuals and groups seeking to develop legislative programs to facilitate resource sharing throughout the State. **(1)**

3.106.06 Task: The M.B.L.C. should approach the General Court for additional State funding for shared circulation/ILL control systems, INCs, telecommunications, and other functional costs associated with resource sharing network operations. **(1)**

3.106.07 Task: Encourage and promote projects designed to enhance Regional Public Library System and Subregional delivery service including projects designed to expand sharing of materials, programs, and services among the Regions and Subregions, their member libraries, and other types of libraries. **(1)**

3.106.08 Task: Encourage and promote continued State support of the Massachusetts Regional Public Library Systems. **(1)**

3.107. OBJECTIVE: Encourage and support cost-effective methods of resource sharing by promoting multi-type library cooperation.

3.107.01 TASK: Link bibliographic and other relevant databases to provide greater access to resources by:

GENERAL

L.S.C.A. GRANT POLICIES, PRIORITIES, PROCEDURES, & CRITERIA

developing access points to and from various types of databases; developing telecommunications linkages among circulation/ILL clusters of disparate and identical vendor systems and between Information Network Centers (INCs) and clusters to provide expanded, accessible, shared resources; develop interfaces among circulation/ILL control systems and cataloging utilities to ensure that bibliographic databases remain current and provide accurate information to other access points; and develop linkages between various databases as appropriate. At least one database in any proposed linkage must be multi-type. (1)

3.108. OBJECTIVE: To analyze the statewide need for the development and maintenance of links with regional and national resource sharing systems.

3.108.01 Task: Examine the State's needs for resource sharing links in coordination and cooperation with the Network Advisory Committee. (1)

3.108.02 Task: Update and revise Automated Resource Sharing in Massachusetts: A Plan in coordination and cooperation with the Network Advisory Committee. (1)

3.109. OBJECTIVE: To develop and implement an evaluation process.

3.109.01 Task: Initiate a data gathering process to ascertain the status of the planning, development, implementation and future planning of resource sharing projects funded with L.S.C.A., and other resource sharing activities in the State. (1)

3.109.02 Task: Conduct an evaluation of resource sharing activities using the data and information gathered. (1)

POLICIES: 3.100. INTERLIBRARY COOPERATION AND RESOURCE SHARING

The purpose of this program is to stimulate the cooperation of all types of libraries, library agencies, and special information centers in order to provide a statewide network for interlibrary cooperation and resource sharing. Generally such projects should indicate how they relate to the state planning document, Automated Resource Sharing in Massachusetts: A Plan.

PROCEDURES: 3.100. INTERLIBRARY COOPERATION AND RESOURCE SHARING

Qualified applicants may apply for funding under the L.S.C.A. Title III Special Projects Grant Program.

Each project proposal must demonstrate the involvement of at least two libraries of different types.

PRIORITIES: 3.100. INTERLIBRARY COOPERATION AND RESOURCE SHARING

Projects which establish or expand resource sharing among libraries within a geographically-defined area, and among cooperative library networks.

CRITERIA: 3.100. INTERLIBRARY COOPERATION AND RESOURCE SHARING

A library resource sharing group representing at least two libraries of different types as defined in the Library Services and Constuction Act and its regulations may apply for Title III funds.

At least one database in any proposed linkage must be multi-type.

Grant applications from multi-type library groups will be reviewed using the following guidelines:

a. relevance to the most recent revision of the Long-range Program and the guidelines for resource sharing;
b. evidence that the organization is formally established with by-laws meeting the requirements for filing as a non-profit organization in Massachusetts;
c. evidence of adequate planning by project participants.
d. evidence that functional or activity-related committees have been established to develop and oversee procedures and policies;
e. project-related personnel qualifications for positions established or designated by the individual libraries/agencies and by the cooperative;
f. evidence that the cooperating group supports and will implement national standards;
g. evidence that local officials support the planned activities both philosophically and financially; and
h. evidence of long-range planning to ensure continuance of the project past the grant-funded period.

EVALUATION: 3.100. INTERLIBRARY COOPERATION AND RESOURCE SHARING

Funded projects will be evaluated by the grantee and the staff of the State library administrative agency with the assistance of the State Advisory Council on Libraries. Evaluations will be incorporated into the Long Range Program as appropriate.

GENERAL L.S.C.A. GRANT POLICIES, PRIORITIES, PROCEDURES & CRITERIA

Public libraries are eligible to apply for funds under the Title I and Title II programs. Proposals submitted under Title III - Interlibrary Cooperation and Resource Sharing must include at least two libraries of different types.

A Public Library is "a library that serves free of charge all residents of a community, district, or region and receives its financial support in whole or in part from public funds"..."and "is not an integral part of an institution of higher education."(P.L. 98-480, Sec.3 (3))

Public Library Services are those "library services furnished by a public library free of charge," (P.L. 98-480, Sec.3 (6)) or library services provided free of charge by or on behalf of a public library. The term does not include those library services that are properly the responsibility of schools.

POLICIES

The main distribution of L.S.C.A. Title I and Title III funds will be through the Special Project grant program.

An L.S.C.A. Title I or Title II project award to any municipality is contingent upon the municipality's participation in the M.B.L.C.'s Library Incentive Grant/Direct State Aid Program which ensures that the public library meets the minimum standards adopted by the M.B.L.C. This restriction may be waived in special cases for specific statewide projects, or when the grant application is for the purpose of establishing a library in an unserved community.

L.S.C.A. funding is not intended to operate programs on a continual basis nor to purchase materials/equipment that have been previously supplied by state or municipal funding source(s).

Sequential and similar proposals from previous grantees for projects which in no way enhance or expand their original projects (such as reaching another L.S.C.A. target group or population/area) will not be considered for funding. L.S.C.A grant awards will not be made for the support of ongoing operational project expenses beyond the year of project implementation.

Proposals which include funding for project personnel must demonstrate the willingness of the local financial administrative authorities to support a portion of personnel costs during the year of project implementation and their

willingness to assume responsibility for project related personnel costs following the year of L.S.C.A. funding. All proposed project expenses must bear a direct relationship to the project's program in order to receive consideration for funding.

Projects should base any staff costs or purchases on locally adopted procedures and schedules. For example, travel costs must adhere to the present travel policy of the applicant including mileage reimbursement rates.

Costs for purchase of consultant services will not be allowed in the contract budget unless the specific expertise and/or resources required is not available at the applicant's regional library system or the M.B.L.C. Justification must be provided if consultant services are purchased and a complete description of the work to be performed must also be provided.

L.S.C.A. grant applications and Letters of Intent must be fully completed on official forms and must be submitted to the M.B.L.C. offices on or before the declared deadline in order to be considered for funding.

PRIORITIES

Priority for Title I and Title II L.S.C.A. grant awards will be given to those municipalities which are designated:

- "Disadvantaged" as described in program 1.200. (SEE ALSO APPENDIX E)

- "Inadequate" as defined in program 1.150. (SEE ALSO APPENDICES A, B, and C)

Each year the State Advisory Council on Libraries and Agency staff will review the criteria used for prioritizing L.S.C.A. funding recommendations.

Secondary level priorities for grant awards are stated within each program.

Low priority will be given to:

-proposals for the purchase of motor vehicles;

-proposals for the purchase of furniture and equipment (the proposed purchase of furniture or equipment must be demonstrably integral to a proposed project or such purchase will be eliminated from consideration for L.S.C.A. funding).

GRANT APPLICATION PROCESS

Four types of grant application are possible. In its planning for the annual grant round, the Statewide Advisory Council on Libraries will determine which of the grant application types may be used for that round depending upon the size of library and/or type of project:

- **(1)** The comprehensive application process requires a detailed statement of need, evidence of adequate planning, and other documentation as specified by the comprehensive application form. All applicants proposing automated resource sharing projects are required to file a comprehensive application unless the program has been targeted in (3) below. Other applicants may also be required to file a comprehensive application depending upon the nature of their proposed project.

- **(2)** Public libraries in communities of 15,000 or fewer residents which have completed the modified planning process outlined in the recommendations from the Options for Small Public Libraries in Massachusetts report, and that meet other appropriate criteria as specified (for example, participation in the Library Incentive Grant/Direct State Aid Program) may apply for any L.S.C.A. Title I program up to a stated maximum grant amount using an abbreviated grant application. The results of the planning process must be attached as an appendix to the application form as a substitute for a detailed statement of need in the body of the application.

- **(3)** Each year S.A.C.L. identifies one or more L.S.C.A. program areas (Titles I and/or III) where a statewide need has been determined. Any library or library cooperative which meets other appropriate criteria may apply for a grant up to an annually stated maximum amount using a simplified application specific to a targeted program area.

- **(4)** A combination of **(2)** and **(3)** above. For example, S.A.C.L. may identify an L.S.C.A. program area for which only small libraries are eligible to apply for funding up to a specified maximum amount.

GRANT APPLICATION CALENDAR

Each year the proposal preparation, review, grant award, and grant management process will follow the same basic schedule as presented in the following calendar.

The timeline is a guide to the process for the typical grant cycle. On occasion, special mini-grant proposals are requested which follow a unique timeline.

The M.B.L.C., as the state library administrative agency, will provide technical and consultive assistance to libraries/agencies indicating an intent to apply for L.S.C.A. funding.

SPECIAL PROJECT GRANT ROUND CALENDAR

October	Information concerning the grant round process is mailed to potential applicants.
November	Letters of Intent are received at the M.B.L.C.
December	Letters of Intent are reviewed by S.A.C.L. and applicants are notified of recommendations.
December	Workshops are conducted by M.B.L.C. staff for prospective applicants.
February	Proposals are due.
March	M.B.L.C. and S.A.C.L. review of all proposals. Proposals will be accepted, returned for further development or denied.
April	Proposals requiring further development are due.
April	S.A.C.L. meets to review proposals.
May	Applicants submitting proposals requiring further clarification will meet with S.A.C.L.. S.A.C.L. will develop their funding recommendations to the M.B.L.C.
June	M.B.L.C. acts on S.A.C.L.'s recommendations.
October	Approved projects begin no earlier than October 1st

CRITERIA

All grant applications should provide evidence of meeting the following criteria and/or describe their relationship to those criteria:

1. Libraries/agencies applying for L.S.C.A. monies must guarantee that these federal monies will not replace local monies for operational purposes;

2. Libraries/agencies must present evidence in their proposal application that a structure and/or plan has been developed for incorporating the L.S.C.A. funded project activities into their

regular program if the project produces its proposed results;

3. Relevance to one or more L.S.C.A. grant priorities for the grant year concerned;

4. Relevance to the Massachusetts Long Range Program for Library Development and its most recent supplement;

5. Relationship to, or comparison with, library standards or nationally accepted goal statements (e.g. ALA Public Library Mission Statement and Its Imperatives for Service);

6. A clearly identified and documented statement of need;

7. Goals, objectives, and activities which relate directly to the statement of need;

8. Project proposals should seek to develop cooperation with other agencies where appropriate or show documentation that the proposal will not duplicate services, materials, etc. presently being provided by other agencies/organizations;

9. Certain types of projects may be required to supply standard documentation of project activities or to follow a standardize evaluative technique(s). If such activities are required, notification will be included as part of the grant application packet.

The Statewide Advisory Council On Libraries (S.A.C.L.) uses the following specific selection criteria during the grant review process:

10. The S.A.C.L. reviews each application for information and evidence that the applicants(s) has conducted adequate planning concerning the proposed project and all of its components as appropriate, such as staff training, publicity about the project for the target population, etc.

11. The S.A.C.L. reviews each application for information that shows the quality of the plan of operation for the project, including information that shows:

-An effective plan of management that insures proper and efficient administration of the project;

-A clear description of how the objectives of the project relate to the purpose of the program;

-The way the applicant plans to use its resources and personnel to achieve each objective;

-A clear description of how the applicant will provide equal access and treatment for eligible project partipants who are members of groups that have been

traditionally underrepresented, such as members of racial or ethnic minority groups, women, handicapped persons, and elderly.

12. The S.A.C.L. reviews each application for information that shows the need for and the anticipated benefits of the project, including information that shows:

-The extent to which the applicant has surveyed or otherwise studied the geographic area for which it provides library services;

-The benefits likely to be derived by the general public or a particular segment of the public as a result of the proposed project;

-The adaptability of the project for use by other libraries/agencies.

13. The S.A.C.L. reviews each application for information that shows that the applicant plans to devote adequate resources to the project, including information that shows that the facilities, supplies, and equipment are adequate.

14. The S.A.C.L. reviews each application for information that shows the qualifications of the key personnel the applicant plans to use on the project, including information that shows:

-The qualifications of the project director;

-The qualifications of each of the other key personnel to be used in the project;

-The amount of time the key personnel will commit to the project;

-The extent to which the applicant as part of its nondiscriminatory employment practices, encourages applications from persons who are members of groups that have been traditionally underrepresented.

To determine personnel qualifications, the S.A.C.L. considers experience and training in fields related to the objectives of the project, as well as other information the applicant provides.

15. The S.A.C.L. reviews each application for information that shows that the project has an adequate budget and is cost-effective, including information that shows:

-The budget for the project is adequate to support the project activities;

-Costs are reasonable in relation to the objectives of

the project.

16. The S.A.C.L. reviews each application for information that shows the quality of the evaluation plan for the project, including information that shows that the methods of evaluation are appropriate for the project and, to the extent possible, are objective and produce data that are quantifiable.

GRANT REVIEW PROCESS

Grant applications are subject to a three stage review process:

-At Stage I a Letter of Intent is filed. The letter of intent briefly describes the proposed project and gives a close estimate of the cost;

-At Stage II a full proposal is submitted. After S.A.C.L. review, applicants are allowed to make revisions to the proposal if needed for Stage III;

-Stage III is the final proposal stage. S.A.C.L. votes to recommend or not to recommend the proposal as it stands at Stage III. Applicants are given the opportunity to appear before the S.A.C.L. to discuss their proposals before the recommendation vote is taken.

Proposals may be rejected from consideration at any of the three stages. Appeals may be made to S.A.C.L. after rejection at Stage I or Stage II. Appeals may be made to M.B.L.C. after rejection at Stage III.

APPENDICES

APPENDIX A

1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES

INDEX OF DISADVANTAGE/ADVANTAGE: EQUALIZED VALUATION, TAXABLE PROPERTY

RANKED FROM MOST DISADVANTAGED (-Values) TO MOST ADVANTAGED (+Values)

RANK	MUNICIPALITY	POP	Index of Disadvantage/ Advantage
1	SPRINGFIELD	152,319	-119.76
2	WORCESTER	161,799	-117.12
3	FALL RIVER	92,574	-95.99
4	NEW BEDFORD	98,478	-95.98
5	BROCKTON	95,172	-67.42
6	LOWELL	92,418	-67.28
7	LAWRENCE	63,175	-56.78
8	SOMERVILLE	77,372	-54.10
9	BOSTON	562,994	-50.19
10	LYNN	78,471	-48.90
11	HOLYOKE	44,678	-42.18
12	TAUNTON	45,001	-38.22
13	CHICOPEE	55,112	-36.59
14	PITTSFIELD	51,974	-32.53
15	FITCHBURG	39,580	-31.62
16	AMHERST	33,229	-30.95
17	MALDEN	53,386	-28.65
18	HAVERHILL	46,865	-24.88
19	QUINCY	84,743	-24.36
20	WEYMOUTH	55,601	-23.93
21	MEDFORD	58,076	-22.26
22	WESTFIELD	36,465	-21.71
23	CHELSEA	25,431	-20.88
24	ATTLEBORO	34,196	-18.99
25	NORTH ADAMS	18,063	-18.07
26	LEOMINSTER	34,508	-15.67
27	NORTHAMPTON	29,286	-15.26
28	GARDNER	17,900	-14.11
29	SOUTHBRIDGE	16,665	-12.82
30	GREENFIELD	18,436	-12.35
31	REVERE	42,423	-12.32
32	AGAWAM	26,271	-11.37
33	METHUEN	36,701	-11.27
34	EASTHAMPTON	15,580	-10.46
35	LUDLOW	18,150	-10.17
36	MILFORD	23,390	-10.07
37	WINTHROP	19,294	-10.03
38	ROCKLAND	15,695	-9.98
39	BRIDGEWATER	17,202	-9.29
40	NORTHBRIDGE	12,246	-8.80
41	CLINTON	12,771	-8.56
42	SPENCER	10,774	-8.51
43	ADAMS	10,381	-8.49
44	OXFORD	11,680	-8.41
45	SOUTH HADLEY	16,399	-8.26
46	WHITMAN	13,534	-8.06
47	WEBSTER	14,480	-7.91

48	DRACUT	21,249	-7.70
49	ATHOL	10,634	-7.59
50	HARVARD	12,170	-7.57
51	STOUGHTON	26,710	-7.21
52	NORTON	12,690	-7.21
53	ABINGTON	13,517	-7.01
54	MIDDLEBOROUGH	16,404	-6.73
55	PALMER	11,389	-6.62
56	BELLINGHAM	14,300	-6.61
57	LEICESTER	9,446	-6.52
58	AMESBURY	13,971	-6.49
59	ORANGE	6,844	-6.30
60	WEST SPRINGFIELD	27,042	-6.08
61	RANDOLPH	28,218	-6.08
62	ACUSHNET	8,704	-6.03
63	MILLBURY	11,808	-6.01
64	FRANKLIN	18,217	-6.00
65	FAIRHAVEN	15,759	-5.75
66	SWANSEA	15,461	-5.73
67	WARE	8,953	-5.71
68	MELROSE	30,055	-5.43
69	WINCHENDON	7,019	-5.43
70	NORTH ATTLEBORO	21,095	-5.27
71	MONSON	7,315	-5.13
72	DUDLEY	8,717	-5.04
73	BLACKSTONE	6,570	-4.97
74	BELCHERTOWN	8,339	-4.85
75	PEABODY	45,976	-4.61
76	TEMPLETON	6,070	-4.50
77	UXBRIDGE	8,374	-4.45
78	HANSON	8,617	-4.28
79	HOLBROOK	11,140	-4.28
80	MONTAGUE	8,011	-3.99
81	EAST BRIDGEWATER	9,945	-3.58
82	SOUTHWICK	7,382	-3.45
83	HUDSON	16,408	-3.39
84	TEWKSBURY	24,635	-3.33
85	NORTH BROOKFIELD	4,150	-3.29
86	SHIRLEY	5,124	-3.23
87	RAYNHAM	9,085	-3.17
88	HALIFAX	5,513	-3.10
89	CHARLTON	6,719	-3.05
90	GRAFTON	11,238	-3.00
91	RUTLAND	4,334	-2.97
92	GRANBY	5,380	-2.72
93	BARRE	4,102	-2.68
94	MERRIMAC	4,451	-2.64
95	LANCASTER	6,334	-2.61
96	PEPPERELL	8,061	-2.58
97	DALTON	6,797	-2.51
98	MARLBOROUGH	30,617	-2.48
99	WARREN	3,777	-2.43
100	AYER	6,993	-2.37
101	PEMBROKE	13,487	-2.34
102	CARVER	6,988	-2.20
103	WILLIAMSTOWN	8,741	-2.17

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104	LEE	6,247	-2.15
105	WAREHAM	18,457	-2.05
106	TOWNSEND	7,201	-1.95
107	BILLERICA	36,727	-1.84
108	WRENTHAM	7,580	-1.69
109	GROVELAND	5,040	-1.66
110	CLARKSBURG	1,871	-1.62
111	DIGHTON	5,352	-1.58
112	LANESBOROUGH	3,131	-1.57
113	HARDWICK	2,272	-1.56
114	CHESHIRE	3,124	-1.53
115	HAMPDEN	4,745	-1.52
116	SUNDERLAND	2,929	-1.50
117	BEVERLY	37,655	-1.48
118	BROOKFIELD	2,397	-1.46
119	MAYNARD	9,590	-1.44
120	LENOX	6,523	-1.30
121	SUTTON	5,855	-1.29
122	FREETOWN	7,058	-1.29
123	SOUTHAMPTON	4,137	-1.27
124	LUNENBURG	8,405	-1.25
125	BERKLEY	2,731	-1.11
126	EASTON	16,623	-1.07
127	HOPEDALE	3,905	-1.07
128	MILLVILLE	1,693	-1.02
129	EAST BROOKFIELD	1,955	-0.98
130	UPTON	3,886	-0.91
131	SHELBURNE	2,002	-0.88
132	WEST BROOKFIELD	3,026	-0.84
133	ASHBURNHAM	4,075	-0.80
134	HOLDEN	13,336	-0.78
135	ASHBY	2,311	-0.77
136	DOUGLAS	3,730	-0.70
137	HULL	9,714	-0.69
138	WEST BRIDGEWATER	6,359	-0.67
139	GEORGETOWN	5,687	-0.66
140	BERNARDSTON	1,750	-0.65
141	BUCKLAND	1,864	-0.61
142	HUNTINGTON	1,804	-0.61
143	WILLIAMSBURG	2,237	-0.58
144	WALES	1,177	-0.57
145	WEST BOYLSTON	6,204	-0.53
146	AUBURN	14,845	-0.52
147	GILL	1,259	-0.48
148	BRIMFIELD	2,318	-0.47
149	LAKEVILLE	5,931	-0.38
150	NEWBURYPORT	15,900	-0.35
151	NEW BRAINTREE	671	-0.32
152	PLAINVILLE	5,857	-0.31
153	CHESTER	1,123	-0.29
154	GREAT BARRINGTON	7,405	-0.26
155	KINGSTON	7,362	-0.25
156	SAVOY	644	-0.25
157	COLRAIN	1,552	-0.24
158	CONWAY	1,213	-0.22
159	WENDELL	684	-0.22

160	BERLIN	2,215	-0.17
161	NEW SALEM	688	-0.16
162	PERU	633	-0.13
163	MONTGOMERY	637	-0.11
164	ROCHESTER	3,205	-0.09
165	RUSSELL	1,570	-0.09
166	OAKHAM	994	-0.07
167	MILLIS	6,908	-0.07
168	BLANDFORD	1,038	-0.07
169	WARWICK	603	-0.06
170	MIDDLEFIELD	385	-0.04
171	REHOBOTH	7,570	-0.01
172	ROYALSTON	955	.00
173	CHARLEMONT	1,149	0.01
174	PHILLIPSTON	953	0.01
175	PAXTON	3,762	0.04
176	FOXBOROUGH	14,148	0.04
177	CHESTERFIELD	1,000	0.06
178	HINSDALE	1,707	0.07
179	BOYLSTON	3,470	0.07
180	HUBBARDSTON	1,797	0.14
181	PETERSHAM	1,024	0.17
182	LEYDEN	498	0.18
183	CUMMINGTON	657	0.19
184	LEVERETT	1,471	0.21
185	MONROE	179	0.22
186	MENDON	3,108	0.22
187	MEDWAY	8,447	0.24
188	ROWLEY	3,867	0.24
189	STERLING	5,440	0.24
190	WESTHAMPTON	1,137	0.26
191	GOSHEN	651	0.28
192	PLYMPTON	1,974	0.28
193	PLAINFIELD	425	0.29
194	SHUTESBURY	1,049	0.30
195	PELHAM	1,112	0.30
196	WESTPORT	13,763	0.32
197	WINDSOR	598	0.34
198	HEATH	482	0.35
199	WHATELY	1,341	0.37
200	NORFOLK	6,363	0.37
201	ASHFIELD	1,458	0.39
202	HOLLAND	1,589	0.44
203	PRINCETON	2,425	0.48
204	HATFIELD	3,045	0.49
205	HANCOCK	643	0.49
206	WEST STOCKBRIDGE	1,280	0.55
207	GRANVILLE	1,204	0.56
208	DUNSTABLE	1,671	0.57
209	MT. WASHINGTON	93	0.57
210	WORTHINGTON	932	0.59
211	AVON	5,026	0.64
212	TYNGSBORO	5,683	0.74
213	EAST LONGMEADOW	12,905	0.79
214	SEEKONK	12,269	0.81
215	ALFORD	394	0.93

216	TYRINGHAM	344	0.96
217	DEERFIELD	4,517	0.97
218	WEST NEWBURY	2,861	0.98
219	HANOVER	11,358	1.09
220	NORTHFIELD	2,386	1.13
221	SALISBURY	5,973	1.38
222	GROTON	6,154	1.48
223	MONTEREY	818	1.50
224	SHREWSBURY	22,674	1.50
225	WESTMINSTER	5,139	1.57
226	RICHMOND	1,659	1.58
227	TOLLAND	235	1.61
228	SHEFFIELD	2,743	1.65
229	NORTH READING	11,455	1.67
230	GOSNOLD	63	1.80
231	NAHANT	3,947	1.82
232	SANDISFIELD	720	1.83
233	FLORIDA	730	1.86
234	EGREMONT	1,311	1.90
235	MARSHFIELD	20,916	2.09
236	STURBRIDGE	5,976	2.12
237	ESSEX	2,998	2.15
238	WILBRAHAM	12,053	2.19
239	HOLLISTON	12,622	2.33
240	IPSWICH	11,158	2.37
241	STONEHAM	21,424	2.38
242	NEW MARLBOROUGH	1,160	2.51
243	WESTFORD	13,434	2.63
244	HAMILTON	6,960	2.72
245	MIDDLETON	4,135	2.76
246	GAY HEAD	220	2.77
247	NORTHBOROUGH	10,568	2.80
248	BECKET	1,339	2.82
249	BOXBOROUGH	3,126	2.82
250	WALPOLE	18,859	3.03
251	WENHAM	3,897	3.03
252	NEWBURY	4,529	3.10
253	BOLTON	2,530	3.30
254	MATTAPOISETT	5,597	3.32
255	SHARON	13,601	3.79
256	HADLEY	4,125	3.94
257	MEDFIELD	10,220	3.98
258	STOCKBRIDGE	2,328	4.21
259	WAKEFIELD	24,895	4.27
260	READING	22,678	4.33
261	STOW	5,144	4.38
262	OTIS	963	4.56
263	ASHLAND	9,165	4.66
264	DARTMOUTH	23,966	4.69
265	LITTLETON	6,970	4.84
266	NORWELL	9,182	5.22
267	CHELMSFORD	31,174	5.29
268	MANSFIELD	13,453	5.56
269	BOXFORD	5,374	5.59
270	SCITUATE	17,317	5.68
271	MILTON	25,860	5.71

272	SOUTHBOROUGH	6,193	5.78
273	HOPKINTON	7,114	5.79
274	TOPSFIELD	5,709	5.98
275	SHERBORN	4,049	6.15
276	LONGMEADOW	16,301	6.57
277	CARLISLE	3,306	6.65
278	ERVING	1,326	6.67
279	WESTBOROUGH	13,619	6.91
280	BRAINTREE	36,337	7.15
281	GLOUCESTER	27,768	7.19
282	DEDHAM	25,298	7.23
283	ARLINGTON	48,219	7.46
284	WATERTOWN	34,384	7.67
285	LINCOLN	7,098	7.93
286	NORWOOD	29,711	8.23
287	MARION	3,932	8.63
288	WEST TISBURY	1,010	8.68
289	PROVINCETOWN	3,536	8.96
290	COHASSET	7,174	9.35
291	ROCKPORT	6,345	9.77
292	DANVERS	24,100	9.85
293	WALTHAM	58,200	9.96
294	OAK BLUFFS	1,984	10.25
295	MANCHESTER	5,424	10.72
296	TRURO	1,486	11.22
297	LYNNFIELD	11,267	11.46
298	ROWE	336	11.58
299	SWAMPSCOTT	13,837	11.63
300	WELLFLEET	2,209	11.71
301	ACTON	17,544	11.73
302	TISBURY	2,972	11.99
303	DOVER	4,703	12.10
304	SALEM	38,220	12.13
305	WILMINGTON	17,471	12.24
306	WOBURN	36,626	12.37
307	DUXBURY	11,807	12.50
308	SAUGUS	24,746	12.78
309	CHILMARK	489	12.96
310	BOURNE	13,874	13.51
311	BREWSTER	5,226	13.73
312	NORTH ANDOVER	20,129	13.95
313	SUDBURY	14,027	14.09
314	HINGHAM	20,339	14.75
315	CANTON	18,182	15.31
316	WAYLAND	12,170	15.47
317	EASTHAM	3,472	15.85
318	NATICK	29,461	16.57
319	EVERETT	37,195	18.13
320	WESTWOOD	13,212	19.70
321	BELMONT	26,100	19.72
322	FRAMINGHAM	65,113	19.79
323	BEDFORD	13,067	20.03
324	WINCHESTER	20,701	20.39
325	SOMERSET	18,813	21.57
326	MASHPEE	3,700	23.55
327	CONCORD	16,293	24.01

328	ORLEANS	5,306	25.10
329	BURLINGTON	23,486	28.81
330	SANDWICH	8,727	29.44
331	CAMBRIDGE	95,322	29.79
332	EDGARTOWN	2,204	29.85
333	WESTON	11,169	31.45
334	PLYMOUTH	35,913	31.76
335	MARBLEHEAD	20,126	32.16
336	HARWICH	8,971	33.02
337	CHATHAM	6,071	34.15
338	BROOKLINE	55,062	35.17
339	ANDOVER	26,370	35.21
340	NEEDHAM	27,901	36.36
341	YARMOUTH	18,449	36.66
342	LEXINGTON	29,479	44.91
343	WELLESLEY	27,209	45.55
344	DENNIS	12,360	46.23
345	FALMOUTH	23,640	52.65
346	NANTUCKET	5,087	73.18
347	BARNSTABLE	30,898	77.29
348	NEWTON	83,622	91.17
		5,736,011	

APPENDIX B

1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES

INDEX OF DISADVANTAGE/ADVANTAGE: TOTAL APPROP. MUNICIPAL INCOME (TAMI)

RANKED FROM MOST DISADVANTAGED (-Values) TO MOST ADVANTAGED (+Values)

RANK	MUNICIPALITY	POP	Index of Disadvantage/ Advantage
1	LOWELL	92,418	-104.70
2	FALL RIVER	92,574	-98.60
3	BROCKTON	95,172	-63.67
4	NEW BEDFORD	98,478	-57.61
5	METHUEN	36,701	-56.85
6	REVERE	42,423	-54.65
7	LYNN	78,471	-53.98
8	HOLYOKE	44,678	-48.65
9	LAWRENCE	63,175	-45.86
10	WALTHAM	58,200	-44.28
11	SOMERVILLE	77,372	-42.16
12	CHICOPEE	55,112	-39.80
13	MALDEN	53,386	-36.03
14	WEYMOUTH	55,601	-33.30
15	TAUNTON	45,001	-32.75
16	FRANKLIN	18,217	-30.61
17	BILLERICA	36,727	-30.49
18	WOBURN	36,626	-29.47
19	HAVERHILL	46,865	-29.23
20	PITTSFIELD	51,974	-26.25
21	ATTLEBORO	34,196	-25.95
22	EASTON	16,623	-25.29
23	MILFORD	23,390	-24.74
24	PEABODY	45,976	-24.59
25	TEWKSBURY	24,635	-23.45
26	SAUGUS	24,746	-21.84
27	MEDFORD	58,076	-19.85
28	RANDOLPH	28,218	-19.41
29	EASTHAMPTON	15,580	-18.08
30	BELLINGHAM	14,300	-17.63
31	NORTH ATTLEBORO	21,095	-17.57
32	DENNIS	12,360	-17.37
33	YARMOUTH	18,449	-17.30
34	WHITMAN	13,534	-17.25
35	SWANSEA	15,461	-16.62
36	DRACUT	21,249	-15.99
37	WAREHAM	18,457	-15.93
38	LUDLOW	18,150	-15.12
39	NORTH ADAMS	18,063	-13.84
40	PEMBROKE	13,487	-13.78
41	WINTHROP	19,294	-12.78
42	NORTON	12,690	-12.52
43	PLYMOUTH	35,913	-12.43
44	ROCKLAND	15,695	-12.42
45	LEOMINSTER	34,508	-12.39
46	WEBSTER	14,480	-12.37
47	EVERETT	37,195	-12.29

Municipalit Not in Data
Acushnet
Alford
Ashby
Ashland
Bernardston
Brimfield
Charlton
Conway
Dighton
Gill
Gosnold
Grafton
Hancock
Hingham
Hopkinton
Lakeville
Lenox
Middleborou
Millville
Montgomery
Mt. Washing
N.Brookfiel
Nantucket
Oak Bluffs
Otis
Savoy
Stockbridge
Templeton
Tisbury
Tolland
Townsend
Tyringham
Williamsbur

N = 33

48	REHOBOTH	7,570	-12.20
49	WEST SPRINGFIELD	27,042	-12.17
50	AGAWAM	26,271	-12.15
51	HARVARD	12,170	-12.11
52	WESTPORT	13,763	-12.11
53	SPENCER	10,774	-11.53
54	RAYNHAM	9,085	-11.51
55	CLINTON	12,771	-10.73
56	MARLBOROUGH	30,617	-10.53
57	LEICESTER	9,446	-10.00
58	BELCHERTOWN	8,339	-9.99
59	DUDLEY	8,717	-9.99
60	FREETOWN	7,058	-9.93
61	CHELSEA	25,431	-9.79
62	BLACKSTONE	6,570	-9.72
63	QUINCY	84,743	-9.67
64	MARSHFIELD	20,916	-9.63
65	HANSON	8,617	-9.31
66	NORTHBRIDGE	12,246	-9.17
67	ABINGTON	13,517	-8.68
68	SOUTHWICK	7,382	-8.64
69	GLOUCESTER	27,768	-8.49
70	BURLINGTON	23,486	-8.04
71	HOLLISTON	12,622	-7.93
72	CARVER	6,988	-7.79
73	PLAINVILLE	5,857	-7.79
74	MELROSE	30,055	-7.71
75	OXFORD	11,680	-7.32
76	MANSFIELD	13,453	-6.79
77	WESTFIELD	36,465	-6.75
78	HULL	9,714	-6.73
79	HANOVER	11,358	-6.44
80	SUTTON	5,855	-6.37
81	TYNGSBORO	5,683	-6.36
82	WINCHENDON	7,019	-6.33
83	MEDFIELD	10,220	-6.11
84	UXBRIDGE	8,374	-6.10
85	WILLIAMSTOWN	8,741	-6.03
86	WARE	8,953	-5.88
87	SEEKONK	12,269	-5.67
88	GROVELAND	5,040	-5.64
89	SHIRLEY	5,124	-5.57
90	GREENFIELD	18,436	-5.15
91	SOMERSET	18,813	-5.08
92	STURBRIDGE	5,976	-5.08
93	ORANGE	6,844	-4.82
94	MONTAGUE	8,011	-4.79
95	HAMPDEN	4,745	-4.76
96	DARTMOUTH	23,966	-4.74
97	MILLBURY	11,808	-4.71
98	CHESHIRE	3,124	-4.66
99	GRANBY	5,380	-4.62
100	LANESBOROUGH	3,131	-4.58
101	NORTH READING	11,455	-4.54
102	ROCHESTER	3,205	-4.53
103	FAIRHAVEN	15,759	-4.52

104	RUTLAND	4,334	-4.48
105	MONSON	7,315	-4.32
106	MATTAPOISETT	5,597	-4.31
107	AYER	6,993	-4.29
108	ADAMS	10,381	-4.21
109	SALISBURY	5,973	-4.17
110	DEERFIELD	4,517	-4.13
111	MENDON	3,108	-4.09
112	MILLIS	6,908	-4.08
113	SUNDERLAND	2,929	-4.03
114	HOLBROOK	11,140	-3.96
115	MAYNARD	9,590	-3.96
116	ASHBURNHAM	4,075	-3.96
117	CHATHAM	6,071	-3.79
118	WEST BROOKFIELD	3,026	-3.76
119	SALEM	38,220	-3.70
120	DOUGLAS	3,730	-3.69
121	UPTON	3,886	-3.59
122	HARWICH	8,971	-3.57
123	HUDSON	16,408	-3.43
124	ESSEX	2,998	-3.40
125	NORTH ANDOVER	20,129	-3.34
126	DALTON	6,797	-3.25
127	BOURNE	13,874	-3.21
128	LITTLETON	6,970	-3.09
129	BREWSTER	5,226	-3.07
130	HADLEY	4,125	-3.05
131	BERKLEY	2,731	-3.03
132	WARREN	3,777	-2.92
133	LUNENBURG	8,405	-2.83
134	HARDWICK	2,272	-2.80
135	BUCKLAND	1,864	-2.75
136	SOUTHAMPTON	4,137	-2.72
137	HINSDALE	1,707	-2.51
138	HATFIELD	3,045	-2.47
139	WEST BRIDGEWATER	6,359	-2.43
140	CLARKSBURG	1,871	-2.40
141	PAXTON	3,762	-2.34
142	STOW	5,144	-2.34
143	BOXBOROUGH	3,126	-2.28
144	SHELBURNE	2,002	-2.26
145	MASHPEE	3,700	-2.19
146	ROWLEY	3,867	-2.18
147	WILMINGTON	17,471	-2.16
148	HOLLAND	1,589	-2.14
149	NEWBURY	4,529	-2.10
150	NORFOLK	6,363	-2.02
151	RICHMOND	1,659	-2.02
152	DUNSTABLE	1,671	-1.98
153	LEVERETT	1,471	-1.95
154	BROOKFIELD	2,397	-1.95
155	PEPPERELL	8,061	-1.87
156	BARRE	4,102	-1.82
157	HUNTINGTON	1,804	-1.82
158	WRENTHAM	7,580	-1.79
159	MEDWAY	8,447	-1.76

160	GROTON	6,154	-1.72
161	CHELMSFORD	31,174	-1.72
162	EGREMONT	1,311	-1.71
163	GEORGETOWN	5,687	-1.70
164	BOLTON	2,530	-1.69
165	ASHFIELD	1,458	-1.69
166	WEST STOCKBRIDGE	1,280	-1.68
167	HALIFAX	5,513	-1.67
168	CHARLEMONT	1,149	-1.65
169	NEWBURYPORT	15,900	-1.59
170	BECKET	1,339	-1.58
171	HUBBARDSTON	1,797	-1.57
172	SHUTESBURY	1,049	-1.55
173	EAST BROOKFIELD	1,955	-1.51
174	RUSSELL	1,570	-1.49
175	ERVING	1,326	-1.45
176	PRINCETON	2,425	-1.38
177	PELHAM	1,112	-1.37
178	NEW MARLBOROUGH	1,160	-1.36
179	COLRAIN	1,552	-1.35
180	PETERSHAM	1,024	-1.35
181	WALES	1,177	-1.34
182	ATHOL	10,634	-1.34
183	MERRIMAC	4,451	-1.30
184	CHESTER	1,123	-1.25
185	GARDNER	17,900	-1.23
186	PHILLIPSTON	953	-1.13
187	PERU	633	-1.06
188	LONGMEADOW	16,301	-1.06
189	WINDSOR	598	-1.04
190	STERLING	5,440	-0.98
191	BERLIN	2,215	-0.97
192	TRURO	1,486	-0.92
193	CHESTERFIELD	1,000	-0.92
194	FLORIDA	730	-0.90
195	NEW BRAINTREE	671	-0.84
196	WESTMINSTER	5,139	-0.84
197	WESTHAMPTON	1,137	-0.82
198	WORTHINGTON	932	-0.81
199	ROYALSTON	955	-0.77
200	GOSHEN	651	-0.77
201	BLANDFORD	1,038	-0.74
202	CUMMINGTON	657	-0.72
203	NEW SALEM	688	-0.72
204	PLYMPTON	1,974	-0.70
205	WENDELL	694	-0.63
206	SANDISFIELD	720	-0.61
207	GRANVILLE	1,204	-0.58
208	BEVERLY	37,655	-0.56
209	MIDDLEFIELD	385	-0.55
210	WARWICK	603	-0.42
211	LEYDEN	498	-0.37
212	OAKHAM	994	-0.36
213	PLAINFIELD	425	-0.22
214	MONROE	179	-0.17
215	WHATELY	1,341	-0.12

216	FOXBOROUGH	14,148	-0.03
217	HEATH	482	-0.02
218	LEE	6,247	.00
219	MONTEREY	818	0.06
220	GAY HEAD	220	0.07
221	EAST BRIDGEWATER	9,945	0.07
222	MARION	3,932	0.12
223	AVON	5,026	0.18
224	SOUTH HADLEY	16,399	0.24
225	LANCASTER	6,334	0.28
226	SANDWICH	8,727	0.34
227	STOUGHTON	26,710	0.34
228	WILBRAHAM	12,053	0.46
229	KINGSTON	7,362	0.50
230	SHEFFIELD	2,743	0.53
231	EASTHAM	3,472	0.53
232	SOUTHBRIDGE	16,665	0.60
233	WEST BOYLSTON	6,204	0.66
234	WALPOLE	18,859	0.73
235	WEST NEWBURY	2,861	1.04
236	AMESBURY	13,971	1.25
237	ROCKPORT	6,345	1.27
238	DOVER	4,703	1.33
239	GREAT BARRINGTON	7,405	1.38
240	IPSWICH	11,158	1.44
241	PALMER	11,389	1.46
242	NORTHFIELD	2,386	1.58
243	ROWE	336	1.59
244	HOPEDALE	3,905	1.81
245	HAMILTON	6,960	1.96
246	BARNSTABLE	30,898	1.99
247	SCITUATE	17,317	2.10
248	BOYLSTON	3,470	2.48
249	MANCHESTER	5,424	2.54
250	CHILMARK	489	2.57
251	BOXFORD	5,374	2.69
252	NAHANT	3,947	2.69
253	MIDDLETON	4,135	2.70
254	HOLDEN	13,336	2.74
255	WEST TISBURY	1,010	2.84
256	DEDHAM	25,298	2.86
257	CARLISLE	3,306	3.18
258	SOUTHBOROUGH	6,193	3.20
259	TOPSFIELD	5,709	3.48
260	WENHAM	3,897	3.56
261	WELLFLEET	2,209	3.76
262	NORWELL	9,182	3.77
263	STONEHAM	21,424	4.19
264	DANVERS	24,100	4.43
265	WESTFORD	13,434	4.56
266	BRIDGEWATER	17,202	4.89
267	NORTHAMPTON	29,286	4.94
268	ACTON	17,544	4.97
269	EAST LONGMEADOW	12,905	5.01
270	AMHERST	33,229	5.40
271	PROVINCETOWN	3,536	5.63

272	EDGARTOWN	2,204	5.63
273	SHARON	13,601	5.67
274	ORLEANS	5,306	5.73
275	SHERBORN	4,049	5.91
276	SWAMPSCOTT	13,837	6.21
277	LYNNFIELD	11,267	7.58
278	WESTBOROUGH	13,619	7.81
279	BRAINTREE	36,337	7.89
280	AUBURN	14,845	8.61
281	SUDBURY	14,027	8.65
282	DUXBURY	11,807	8.68
283	NORWOOD	29,711	8.77
284	MILTON	25,860	9.55
285	COHASSET	7,174	9.91
286	READING	22,678	12.67
287	CANTON	18,182	12.75
288	NORTHBOROUGH	10,568	12.83
289	FITCHBURG	39,580	13.23
290	SHREWSBURY	22,674	15.55
291	WESTON	11,169	16.15
292	WAYLAND	12,170	16.36
293	NATICK	29,461	16.87
294	BEDFORD	13,067	19.42
295	FALMOUTH	23,640	20.32
296	LINCOLN	7,098	20.92
297	WAKEFIELD	24,895	21.05
298	FRAMINGHAM	65,113	21.33
299	MARBLEHEAD	20,126	23.63
300	WESTWOOD	13,212	25.51
301	NEEDHAM	27,901	26.05
302	CAMBRIDGE	95,322	29.07
303	ARLINGTON	48,219	33.44
304	CONCORD	16,293	37.56
305	BELMONT	26,100	38.04
306	WINCHESTER	20,701	38.18
307	WATERTOWN	34,384	43.98
308	NEWTON	83,622	48.45
309	WORCESTER	161,799	54.59
310	LEXINGTON	29,479	54.84
311	WELLESLEY	27,209	56.17
312	ANDOVER	26,370	62.80
313	BROOKLINE	55,062	113.32
314	SPRINGFIELD	152,319	134.33
315	BOSTON	562,994	823.06
		5,591,933	

APPENDIX C

1.150. PUBLIC LIBRARY AREAS WITH INADEQUATE SERVICES

INDICES OF DISADVANTAGE/ADVANTAGE (IDA's) FOR:

EQV = EQUALIZED VALUATION OF TAXABLE PROPERTY
TAMI = TOTAL APPROPRIATED MUNICIPAL INCOME TO LIBRARIES

RANKED FROM MOST DISADVANTAGED (- Values) TO MOST ADVANTAGED (+ Values)

1984 Data

MUNICIPALITY	EQV Index of Disadvantage/ Advantage	RANK (N=348)	TAMI Index of Disadvantage/ Advantage (ND=No Data)	RANK (N=315)
ABINGTON	-7.01	53	-8.68	67
ACTON	11.73	301	4.97	268
ACUSHNET	-6.03	62	ND	
ADAMS	-8.49	43	-4.21	108
AGAWAM	-11.37	32	-12.15	50
ALFORD	0.93	215	ND	
AMESBURY	-6.49	58	1.25	236
AMHERST	-30.95	16	5.40	270
ANDOVER	35.21	339	62.80	312
ARLINGTON	7.46	283	33.44	303
ASHBURNHAM	-0.80	133	-3.96	116
ASHBY	-0.77	135	ND	
ASHFIELD	0.39	201	-1.69	165
ASHLAND	4.66	263	ND	
ATHOL	-7.59	49	-1.34	182
ATTLEBORO	-18.99	24	-25.95	21
AUBURN	-0.52	146	8.61	280
AVON	0.64	211	0.18	223
AYER	-2.37	100	-4.29	107
BARNSTABLE	77.29	347	1.99	246
BARRE	-2.68	93	-1.82	156
BECKET	2.82	248	-1.58	170
BEDFORD	20.03	323	19.42	294
BELCHERTOWN	-4.85	74	-9.99	58
BELLINGHAM	-6.61	56	-17.63	30
BELMONT	19.72	321	38.04	305
BERKLEY	-1.11	125	-3.03	131
BERLIN	-0.17	160	-0.97	191
BERNARDSTON	-0.65	140	ND	
BEVERLY	-1.48	117	-0.56	208
BILLERICA	-1.84	107	-30.49	17
BLACKSTONE	-4.97	73	-9.72	62
BLANDFORD	-0.07	168	-0.74	201
BOLTON	3.30	253	-1.69	164
BOSTON	-50.19	9	823.06	315
BOURNE	13.51	310	-3.21	127
BOXBOROUGH	2.82	249	-2.28	143
BOXFORD	5.59	269	2.69	251
BOYLSTON	0.07	179	2.48	248
BRAINTREE	7.15	280	7.89	279

BREWSTER	13.73	311	-3.07	129
BRIDGEWATER	-9.29	39	4.89	266
BRIMFIELD	-0.47	148	ND	
BROCKTON	-67.42	5	-63.67	3
BROOKFIELD	-1.46	118	-1.95	154
BROOKLINE	35.17	338	113.32	313
BUCKLAND	-0.61	141	-2.75	135
BURLINGTON	28.81	329	-8.04	70
CAMBRIDGE	29.79	331	29.07	302
CANTON	15.31	315	12.75	287
CARLISLE	6.65	277	3.18	257
CARVER	-2.20	102	-7.79	72
CHARLEMONT	0.01	173	-1.65	168
CHARLTON	-3.05	89	ND	
CHATHAM	34.15	337	-3.79	117
CHELMSFORD	5.29	267	-1.72	161
CHELSEA	-20.88	23	-9.79	61
CHESHIRE	-1.53	114	-4.66	98
CHESTER	-0.29	153	-1.25	184
CHESTERFIELD	0.06	177	-0.92	193
CHICOPEE	-36.59	13	-39.80	12
CHILMARK	12.96	309	2.57	250
CLARKSBURG	-1.62	110	-2.40	140
CLINTON	-8.56	41	-10.73	55
COHASSET	9.35	290	9.91	285
COLRAIN	-0.24	157	-1.35	179
CONCORD	24.01	327	37.56	304
CONWAY	-0.22	158	ND	
CUMMINGTON	0.19	183	-0.72	202
DALTON	-2.51	97	-3.25	126
DANVERS	9.85	292	4.43	264
DARTMOUTH	4.69	264	-4.74	96
DEDHAM	7.23	282	2.86	256
DEERFIELD	0.97	217	-4.13	110
DENNIS	46.23	344	-17.37	32
DIGHTON	-1.58	111	ND	
DOUGLAS	-0.70	136	-3.69	120
DOVER	12.10	303	1.33	238
DRACUT	-7.70	48	-15.99	36
DUDLEY	-5.04	72	-9.99	59
DUNSTABLE	0.57	208	-1.98	152
DUXBURY	12.50	307	8.68	282
EAST BRIDGEWATER	-3.58	81	0.07	221
EAST BROOKFIELD	-0.98	129	-1.51	173
EAST LONGMEADOW	0.79	213	5.01	269
EASTHAM	15.85	317	0.53	231
EASTHAMPTON	-10.46	34	-18.08	29
EASTON	-1.07	126	-25.29	22
EDGARTOWN	29.85	332	5.63	272
EGREMONT	1.90	234	-1.71	162
ERVING	6.67	278	-1.45	175
ESSEX	2.15	237	-3.40	124
EVERETT	18.13	319	-12.29	47
FAIRHAVEN	-5.75	65	-4.52	103

FALL RIVER	-95.99	3	-98.60	2
FALMOUTH	52.65	345	20.32	295
FITCHBURG	-31.62	15	13.23	289
FLORIDA	1.86	233	-0.90	194
FOXBOROUGH	0.04	176	-0.03	216
FRAMINGHAM	19.79	322	21.33	298
FRANKLIN	-6.00	64	-30.61	16
FREETOWN	-1.29	122	-9.93	60
GARDNER	-14.11	28	-1.23	185
GAY HEAD	2.77	246	0.07	220
GEORGETOWN	-0.66	139	-1.70	163
GILL	-0.48	147	ND	
GLOUCESTER	7.19	281	-8.49	69
GOSHEN	0.28	191	-0.77	200
GOSNOLD	1.80	230	ND	
GRAFTON	-3.00	90	ND	
GRANBY	-2.72	92	-4.62	99
GRANVILLE	0.56	207	-0.58	207
GREAT BARRINGTON	-0.26	154	1.38	239
GREENFIELD	-12.35	30	-5.15	90
GROTON	1.48	222	-1.72	160
GROVELAND	-1.66	109	-5.64	88
HADLEY	3.94	256	-3.05	130
HALIFAX	-3.10	88	-1.67	167
HAMILTON	2.72	244	1.96	245
HAMPDEN	-1.52	115	-4.76	95
HANCOCK	0.49	205	ND	
HANOVER	1.09	219	-6.44	79
HANSON	-4.28	78	-9.31	65
HARDWICK	-1.56	113	-2.80	134
HARVARD	-7.57	50	-12.11	51
HARWICH	33.02	336	-3.57	122
HATFIELD	0.49	204	-2.47	138
HAVERHILL	-24.88	18	-29.23	19
HEATH	0.35	198	-0.02	217
HINGHAM	14.75	314	ND	
HINSDALE	0.07	178	-2.51	137
HOLBROOK	-4.28	79	-3.96	114
HOLDEN	-0.78	134	2.74	254
HOLLAND	0.44	202	-2.14	148
HOLLISTON	2.33	239	-7.93	71
HOLYOKE	-42.18	11	-48.65	8
HOPEDALE	-1.07	127	1.81	244
HOPKINTON	5.79	273	ND	
HUBBARDSTON	0.14	180	-1.57	171
HUDSON	-3.39	83	-3.43	123
HULL	-0.69	137	-6.73	78
HUNTINGTON	-0.61	142	-1.82	157
IPSWICH	2.37	240	1.44	240
KINGSTON	-0.25	155	0.50	229
LAKEVILLE	-0.38	149	ND	
LANCASTER	-2.61	95	0.28	225
LANESBOROUGH	-1.57	112	-4.58	100
LAWRENCE	-56.78	7	-45.86	9

LEE	-2.15	104	.00	218
LEICESTER	-6.52	57	-10.00	57
LENOX	-1.30	120	ND	
LEOMINSTER	-15.67	26	-12.39	45
LEVERETT	0.21	184	-1.95	153
LEXINGTON	44.91	342	54.84	310
LEYDEN	0.18	182	-0.37	211
LINCOLN	7.93	285	20.92	296
LITTLETON	4.84	265	-3.09	128
LONGMEADOW	6.57	276	-1.06	188
LOWELL	-67.28	6	-104.70	1
LUDLOW	-10.17	35	-15.12	38
LUNENBURG	-1.25	124	-2.83	133
LYNN	-48.90	10	-53.98	7
LYNNFIELD	11.46	297	7.58	277
MALDEN	-28.65	17	-36.03	13
MANCHESTER	10.72	295	2.54	249
MANSFIELD	5.56	268	-6.79	76
MARBLEHEAD	32.16	335	23.63	299
MARION	8.63	287	0.12	222
MARLBOROUGH	-2.48	98	-10.53	56
MARSHFIELD	2.09	235	-9.63	64
MASHPEE	23.55	326	-2.19	145
MATTAPOISETT	3.32	254	-4.31	106
MAYNARD	-1.44	119	-3.96	115
MEDFIELD	3.98	257	-6.11	83
MEDFORD	-22.26	21	-19.85	27
MEDWAY	0.24	187	-1.76	159
MELROSE	-5.43	68	-7.71	74
MENDON	0.22	186	-4.09	111
MERRIMAC	-2.64	94	-1.30	183
METHUEN	-11.27	33	-56.85	5
MIDDLEBOROUGH	-6.73	54	ND	
MIDDLEFIELD	-0.04	170	-0.55	209
MIDDLETON	2.76	245	2.70	253
MILFORD	-10.07	36	-24.74	23
MILLBURY	-6.01	63	-4.71	97
MILLIS	-0.07	167	-4.08	112
MILLVILLE	-1.02	128	ND	
MILTON	5.71	271	9.55	284
MONROE	0.22	185	-0.17	214
MONSON	-5.13	71	-4.32	105
MONTAGUE	-3.99	80	-4.79	94
MONTEREY	1.50	223	0.06	219
MONTGOMERY	-0.11	163	ND	
MT. WASHINGTON	0.57	209	ND	
NAHANT	1.82	231	2.69	252
NANTUCKET	73.18	346	ND	
NATICK	16.57	318	16.87	293
NEEDHAM	36.36	340	26.05	301
NEW BEDFORD	-95.98	4	-57.61	4
NEW BRAINTREE	-0.32	151	-0.84	195
NEW MARLBOROUGH	2.51	242	-1.36	178
NEW SALEM	-0.16	161	-0.72	203

SALISBURY	1.38	221	-4.17	109
SANDISFIELD	1.83	232	-0.61	206
SANDWICH	29.44	330	0.34	226
SAUGUS	12.78	308	-21.84	26
SAVOY	-0.25	156	ND	
SCITUATE	5.68	270	2.10	247
SEEKONK	0.81	214	-5.67	87
SHARON	3.79	255	5.67	273
SHEFFIELD	1.65	228	0.53	230
SHELBURNE	-0.88	131	-2.26	144
SHERBORN	6.15	275	5.91	275
SHIRLEY	-3.23	86	-5.57	89
SHREWSBURY	1.50	224	15.55	290
SHUTESBURY	0.30	194	-1.55	172
SOMERSET	21.57	325	-5.08	91
SOMERVILLE	-54.10	8	-42.16	11
SOUTH HADLEY	-8.26	45	0.24	224
SOUTHAMPTON	-1.27	123	-2.72	136
SOUTHBOROUGH	5.78	272	3.20	258
SOUTHBRIDGE	-12.82	29	0.60	232
SOUTHWICK	-3.45	82	-8.64	68
SPENCER	-8.51	42	-11.53	53
SPRINGFIELD	-119.76	1	134.33	314
STERLING	0.24	189	-0.98	190
STOCKBRIDGE	4.21	258	ND	
STONEHAM	2.38	241	4.19	263
STOUGHTON	-7.21	51	0.34	227
STOW	4.38	261	-2.34	142
STURBRIDGE	2.12	236	-5.08	92
SUDBURY	14.09	313	8.65	281
SUNDERLAND	-1.50	116	-4.03	113
SUTTON	-1.29	121	-6.37	80
SWAMPSCOTT	11.63	299	6.21	276
SWANSEA	-5.73	66	-16.62	35
TAUNTON	-38.22	12	-32.75	15
TEMPLETON	-4.50	76	ND	
TEWKSBURY	-3.33	84	-23.45	25
TISBURY	11.99	302	ND	
TOLLAND	1.61	227	ND	
TOPSFIELD	5.98	274	3.48	259
TOWNSEND	-1.95	106	ND	
TRURO	11.22	296	-0.92	192
TYNGSBORO	0.74	212	-6.36	81
TYRINGHAM	0.96	216	ND	
UPTON	-0.91	130	-3.59	121
UXBRIDGE	-4.45	77	-6.10	84
WAKEFIELD	4.27	259	21.05	297
WALES	-0.57	144	-1.34	181
WALPOLE	3.03	250	0.73	234
WALTHAM	9.96	293	-44.28	10
WARE	-5.71	67	-5.88	86
WAREHAM	-2.05	105	-15.93	37
WARREN	-2.43	99	-2.92	132
WARWICK	-0.06	169	-0.42	210

NEWBURY	3.10	252	-2.10	149
NEWBURYPORT	-0.35	150	-1.59	169
NEWTON	91.17	348	48.45	308
NORFOLK	0.37	200	-2.02	150
NORTH ADAMS	-18.07	25	-13.84	39
NORTH ANDOVER	13.95	312	-3.34	125
NORTH ATTLEBORO	-5.27	70	-17.57	31
NORTH BROOKFIELD	-3.29	85	ND	
NORTH READING	1.67	229	-4.54	101
NORTHAMPTON	-15.26	27	4.94	267
NORTHBOROUGH	2.80	247	12.83	288
NORTHBRIDGE	-8.80	40	-9.17	66
NORTHFIELD	1.13	220	1.58	242
NORTON	-7.21	52	-12.52	42
NORWELL	5.22	266	3.77	262
NORWOOD	8.23	286	8.77	283
OAK BLUFFS	10.25	294	ND	
OAKHAM	-0.07	166	-0.36	212
ORANGE	-6.30	59	-4.82	93
ORLEANS	25.10	328	5.73	274
OTIS	4.56	262	ND	
OXFORD	-8.41	44	-7.32	75
PALMER	-6.62	55	1.46	241
PAXTON	0.04	175	-2.34	141
PEABODY	-4.61	75	-24.59	24
PELHAM	0.30	195	-1.37	177
PEMBROKE	-2.34	101	-13.78	40
PEPPERELL	-2.58	96	-1.87	155
PERU	-0.12	162	-1.06	187
PETERSHAM	0.17	181	-1.35	180
PHILLIPSTON	0.01	174	-1.13	186
PITTSFIELD	-32.53	14	-26.25	20
PLAINFIELD	0.29	193	-0.22	213
PLAINVILLE	-0.31	152	-7.79	73
PLYMOUTH	31.76	334	-12.43	43
PLYMPTON	0.28	192	-0.70	204
PRINCETON	0.48	203	-1.38	176
PROVINCETOWN	8.96	289	5.63	271
QUINCY	-24.36	19	-9.67	63
RANDOLPH	-6.08	61	-19.41	28
RAYNHAM	-3.17	87	-11.51	54
READING	4.33	260	12.67	286
REHOBOTH	-0.01	171	-12.20	48
REVERE	-12.32	31	-54.65	6
RICHMOND	1.58	226	-2.02	151
ROCHESTER	-0.09	164	-4.53	102
ROCKLAND	-9.98	38	-12.42	44
ROCKPORT	9.77	291	1.27	237
ROWE	11.58	298	1.59	243
ROWLEY	0.24	188	-2.18	146
ROYALSTON	.00	172	-0.77	199
RUSSELL	-0.09	165	-1.49	174
RUTLAND	-2.97	91	-4.48	104
SALEM	12.13	304	-3.70	119

WATERTOWN	7.67	284	43.98	307
WAYLAND	15.47	316	16.36	292
WEBSTER	-7.91	47	-12.37	46
WELLESLEY	45.55	343	56.17	311
WELLFLEET	11.71	300	3.76	261
WENDELL	-0.22	159	-0.63	205
WENHAM	3.03	251	3.56	260
WEST BOYLSTON	-0.53	145	0.66	233
WEST BRIDGEWATER	-0.67	138	-2.43	139
WEST BROOKFIELD	-0.84	132	-3.76	118
WEST NEWBURY	0.98	218	1.04	235
WEST SPRINGFIELD	-6.08	60	-12.17	49
WEST STOCKBRIDGE	0.55	206	-1.68	166
WEST TISBURY	8.68	288	2.84	255
WESTBOROUGH	6.91	279	7.81	278
WESTFIELD	-21.71	22	-6.75	77
WESTFORD	2.63	243	4.56	265
WESTHAMPTON	0.26	190	-0.82	197
WESTMINSTER	1.57	225	-0.84	196
WESTON	31.45	333	16.15	291
WESTPORT	0.32	196	-12.11	52
WESTWOOD	19.70	320	25.51	300
WEYMOUTH	-23.93	20	-33.30	14
WHATELY	0.37	199	-0.12	215
WHITMAN	-8.06	46	-17.25	34
WILBRAHAM	2.19	238	0.46	228
WILLIAMSBURG	-0.58	143	ND	
WILLIAMSTOWN	-2.17	103	-6.03	85
WILMINGTON	12.24	305	-2.16	147
WINCHENDON	-5.43	69	-6.33	82
WINCHESTER	20.39	324	38.18	306
WINDSOR	0.34	197	-1.04	189
WINTHROP	-10.03	37	-12.78	41
WOBURN	12.37	306	-29.47	18
WORCESTER	-117.12	2	54.59	309
WORTHINGTON	0.59	210	-0.81	198
WRENTHAM	-1.69	108	-1.79	158
YARMOUTH	36.66	341	-17.30	33

APPENDIX D

USER'S GUIDE TO THE INDICES (APPENDICES A & B)
AND
CONCENTRATION CURVE ANALYSIS

Roland. R. Piggford
Director
Massachusetts Board of Library Commissioners

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"When you measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind: it may be the beginning of knowledge, but you have scarcely, in your thoughts, advanced to the stage of science."

-- William Thomson, Lord Kelvin (1824-1907)

Before anyone reminds me, I am aware that the above-quoted Lord Kelvin also predicted that a heavier-than-air craft could never fly. However, I would interpret that blunder as support for his theory of the importance of quantification rather than a threat to its credibility. When he wandered from thermodynamics (where he understood the numbers) into aerodynamics (where he didn't) he made a fool of himself. History is full of such indiscretions.

Those of us who deal with budgets, fund allocations, program evaluation, measurement toward goal attainment and all the other paraphernalia of modern bureaucracy are under constant pressure to quantify -- and rightly so. The decision makers in Washington and Boston want to know what they will get for their money and how those benefits will be measured. It is not enough to say, as we have, that it is the organization goal of the Massachusetts Board of Library Commissioners:

> "To provide every resident of Massachusetts with equal opportunity to access that part of the total information resource which will satisfy individual educational, working, cultural, and leisure-time needs and interests, regardless of individual location, social or physical condition, or level of intellectual achievement."

This commitment to <u>equality</u> presupposes a knowledge of the measurable degree of <u>inequality</u> that exists. The measurement of goal attainment also presupposes that knowledge. It is this basic file of data that we propose to create through the methodology of concentration curve analysis mentioned in our Massachusetts Long Range Program as the basis of the Indices of Disadvantage/Advantage (IDAs) presented in that document.

As in many statistical methods, we will simply be measuring the difference between the Observed and the Expected (O-E). We will measure the difference between <u>That Which Is</u> and the <u>Expectation of Equality</u>.

METHODOLOGY

Two elements are involved.

1) **The populations of a number of population units.** For our purposes, these population units might be municipalities, counties or other regional groupings, groupings of municipalities according to a range of populations (i.e.: 0-1,999; 2,000-4,000; 5,000-9,000; etc.). We anticipate that populations served by the emerging resource sharing networks will soon become interesting and important units of measurement.

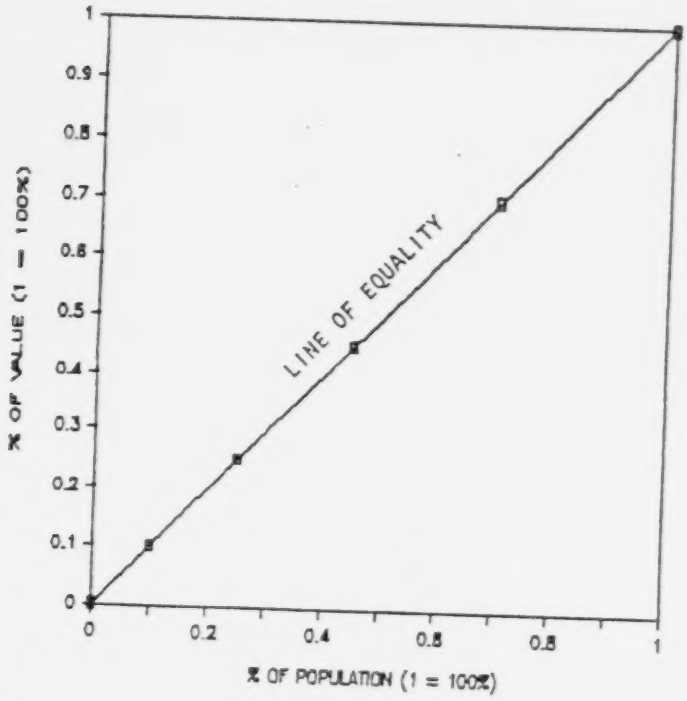
2. **Corresponding measurements of "value possession" within these population units.** It should be noted that "value" is used here in a purely mathematical sense; a measurable attribute that can have either positive or negative implications. We are, of course, interested in such value distributions as municipal appropriations for libraries, library materials expenditures, professional staffing, circulation, etc. We are also interested in the inequality of distribution of economic and demographic indicators that influence the population unit's ability to provide library service or suggest a need for specialized services; i.e., the equalized value of taxable property, total tax revenue, personal income, non-english speaking populations, unemployed adults, school age children, etc.

The concept is quite simple. Assume a hypothetical universe of 5 municipalities. We wish to present a graphic display of the degree of inequality that exists with respect to total municipal appropriations for library services (TAMI: Total Appropriated Municipal Income).

MUNICIPALITY	(X) POP	(Y) TAMI	(x) %,Sum of X	(y) %,Sum of Y	Cumulate x	Cumulate y
I	10,000	87,500	10%	10%	10%	10%
II	15,000	131,230	15%	15%	25%	25%
III	20,000	175,000	20%	20%	45%	45%
IV	25,000	218,750	25%	25%	70%	70%
V	30,000	262,500	30%	30%	100%	100%
	100,000	874,980				

If we plot the cumulative values of x against the cumulative values of y, we produce a straight diagonal line which tells us that complete equality exists; that is, 10% of the population possesses 10% of the value, 25% of the population possesses 25% of the value, etc. This is a situation that will not occur in our real library world, but it is the basis of all future computation. This is our "Expectation of Equality", and we label the diagonal line the "Line of Equality."

Figure I



Actual data might look more like the following.

MUNICIPALITY	(X) POP	(Y) TAMI	(x) %,Sum of X	(y) %,Sum of Y	Cumulate x	Cumulate y
I	15,000	43,750	15%	5%	15%	5%
II	10,000	43,750	10%	5%	25%	10%
III	25,000	175,000	25%	20%	50%	30%
IV	20,000	175,000	20%	20%	70%	50%
V	30,000	437,500	30%	50%	100%	100%
	100,000	875,000				

If we now plot the cumulative values of x against the cumulative values of y, (Figure II) we see that the plot diverges from the Line of Equality, indicating that 15% possess only 5% of the value, 25% of the population possesses 10%, etc.. We have produced a concentration curve of a specific type, generally known as a Lorenz Curve after its inventor. It is used to display the nature of inequality in distribution of value possession.

Figure II

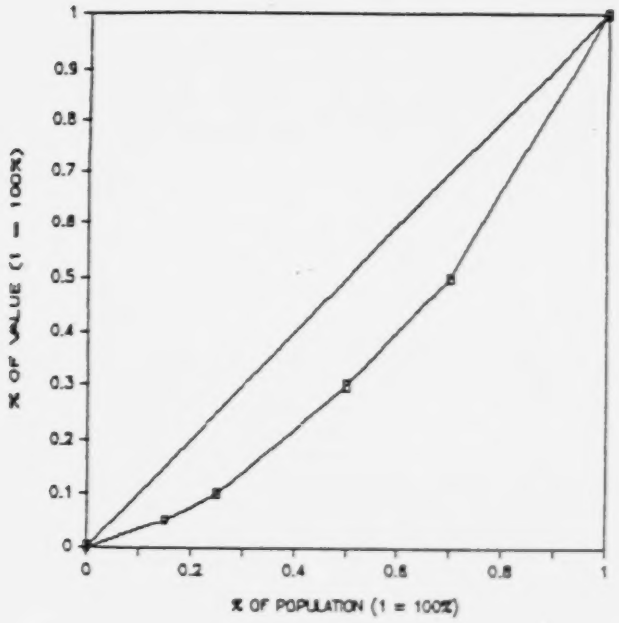
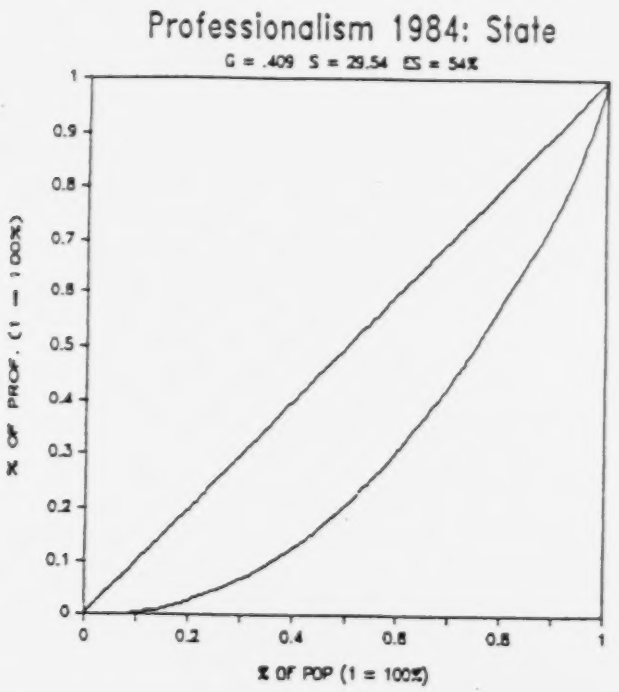


Figure II does not look like a continuous curve because there are too few data points to give it a smooth appearance. If there were 15 or 20 data points, the straight-line slopes between the data points would not be obvious to the eye--although they would still be there. Figure III, for example, measures local access to library professionals throughout the Commonwealth. It most certainly appears to be a monotonic (continuous) curve, although--and this is an important point--those straight-line slopes are still there!

Figure III

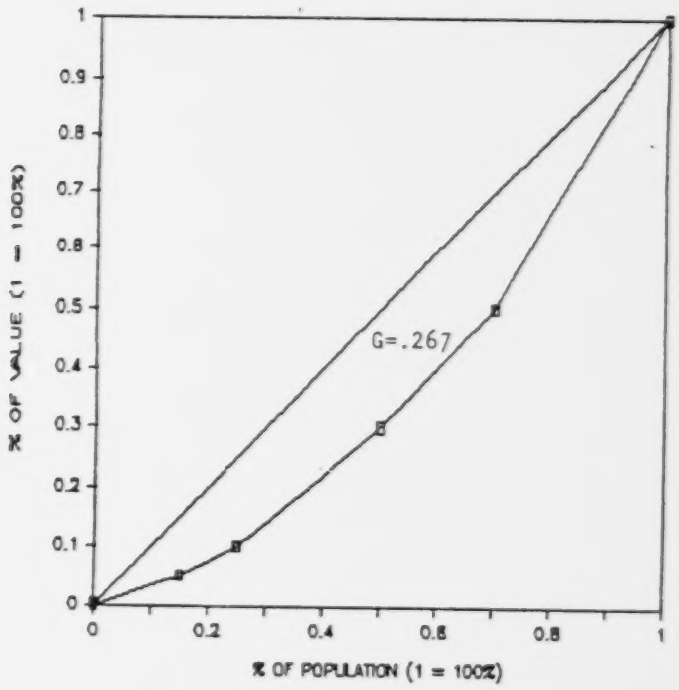


We now have the basic building block for the analysis of inequality in value possession. While the curve itself tells us relatively little, many meaningful statistics can be derived from it. We will consider only 4: the Gini Index of Concentration, the Schutz Coefficient, the Equal Share Point and the Index of Disadvantage/Advantage (IDA).

Gini Index of Concentration

This statistic, developed by the Italian statistician Corrado Gini in 1921, is a measure of the area between the Line of Equality and the confines of the Lorenz Curve, expressed as a percentage of total (100%) inequality.

Figure IV



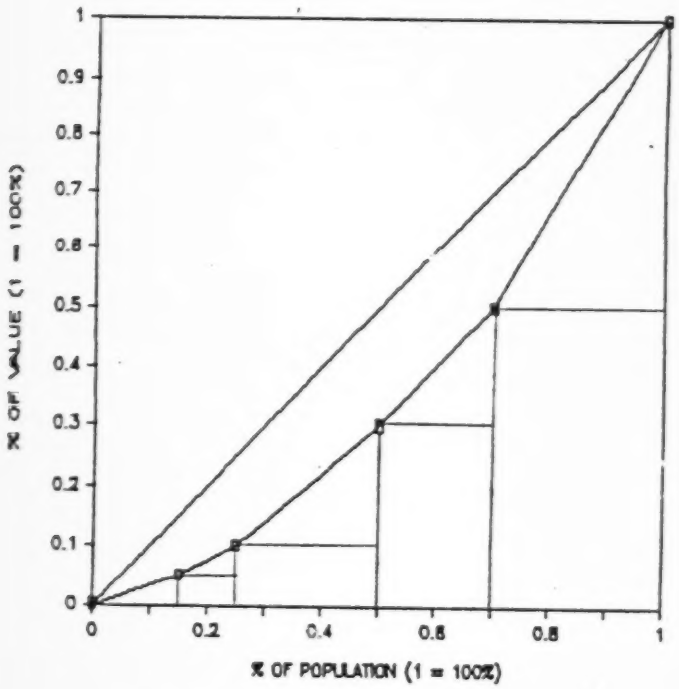
The Gini Index is conventionally stated as a decimal to the third place. The Gini value of .267 (above) represents 26.7% of total inequality.

The computational formula for the area under a concentration curve is as follows:

$$GINI = \frac{2}{10{,}000} \sum_{0}^{100} (x - y) \Delta x$$

Having gazed at the above and marveled at its beauty and seeming complexity, we may now put it from our minds forever. The actual computational procedure is quite simple. As we have inferred, the curve actually consists of a series of straight lines (slopes) connecting data points. These straight lines serve to define a series of triangles and rectangles whose areas are easily measurable:

Figure V



In the above representation there are 5 data points, and the area outside the curve consists of 5 triangles and 4 rectangles. In Figure III, there are 316 data points, with the area outside the curve consisting of 316 triangles and 315 rectangles. The computer measures the areas of the triangles and rectangles and subtracts the result from the value of maximum inequality (1), giving us the Gini Index of Concentration.

In the early 1970s, an IBM computer program was developed at Yale

University for the computation of the Gini Index. That program has now passed into antiquity and, to the best of my knowledge, no similar program has been developed commercially. This is probably because it isn't necessary. The procedure is well within the capability of almost any good spreadsheet program. We have used Lotus 1-2-3.

Some characteristics and applications of the Gini Index are as follows:

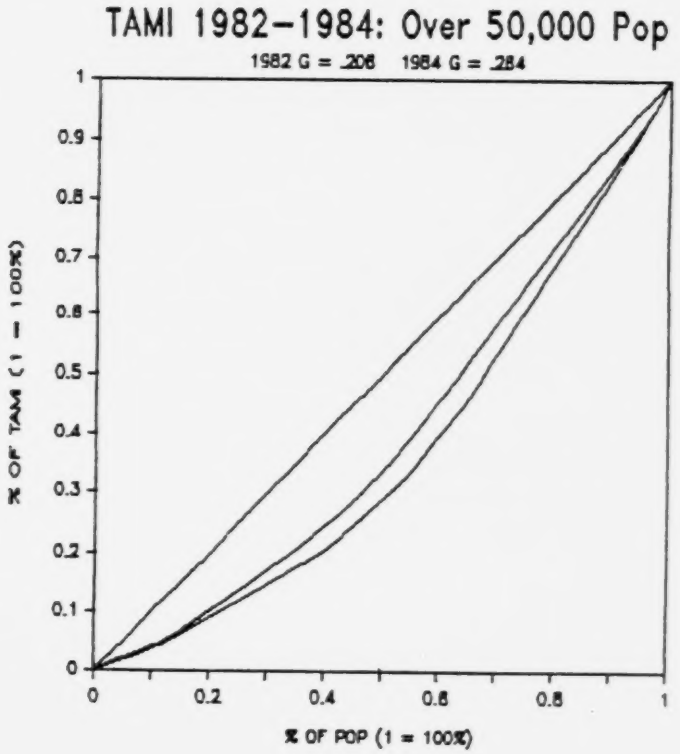
1. The Gini is relatively distribution-free; i.e., not greatly influenced by the non-normal distribution of data:
   a) Distributions based on value possession tend to be non-normal, in that a few possess much and many possess little. This is as true of value possession by institutions and governmental units as it is of value possession by individuals (personal income, savings, real property holdings, etc.). Consequently, measures of dispersion or variability based upon the assumption of a near-normal distribution (the familiar bell-shaped curve) will yield distorted measures of inequality. It was this tendency toward non-normal distribution that caused economists and statisticians, after the turn of the century, to look away from traditional measures of dispersion based on the normal distribution curve (range, mean deviation, standard deviation, coefficient of variation, etc.) and to look toward statistical measures derived from the concentration curve. Since that time, analysis of the Lorenz Curve and the statistics it yields has become universally accepted as a method of measuring inequality in the distribution of wealth and income, and is familiar to all economists in that context.
   b) In more recent years, social scientists have realized that this technique has valid applications in other areas, and that the "value" being measured need not be monetary. Some actual applications are as follows:

Population Units	Value(s)	Purpose
Municipalities; Counties	Representatives in state legislature	Redistricting state legislature to provide for more equal representation
City School Districts	No. of minority students enrolled; projected number of minority students enrolled	Develop school desegregation alternatives
Age groups; Income groups; Residents of geographic areas	Amounts currently paid in state taxes; projections of amounts paid under proposed tax restructuring	Evaluate impact of proposed tax reform measures

State Economic Areas; Municipalities; Office of Business Economics Areas	No. of practitioners of selected medical specialties	Measurement of inequality in local access to selected medical specialties
Municipalities; Standard Labor Statistical Areas	No. of adults unemployed (seeking work)	Definition of target areas for federal grant funds

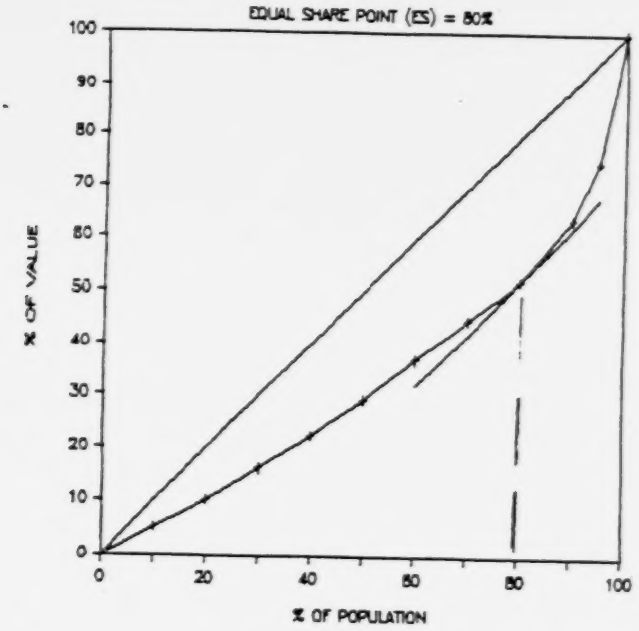
2. The Gini Index provides a convenient means of measuring an increase or decrease in inequality of value possession. It is a relative value; that is, each distribution is forced into a range of zero to unity(1), which may properly be thought of in terms of percentages (0% to 100%). Therefore, an index figure for one year may be meaningfully compared to such an index for any other year. Figure VI illustrates this capability by comparing inequality in municipal appropriations for libraries for FY1982 with such appropriations for FY1984. It may properly be said that, for municipalities of over 50,000 population, inequality in municipal appropriations for libraries increased by 28% or by 5.8 percentage points (from 20.6% to 26.4%) between 1982 and 1984.

Figure VI



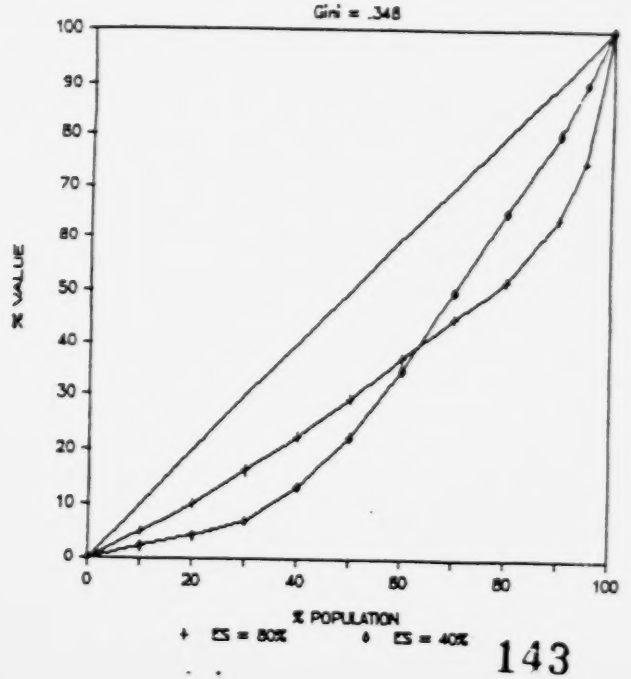
population to the right is "advantaged". In Figure VIII, the Equal Share Point defines a disadvantaged population of 80%.

Figure VIII



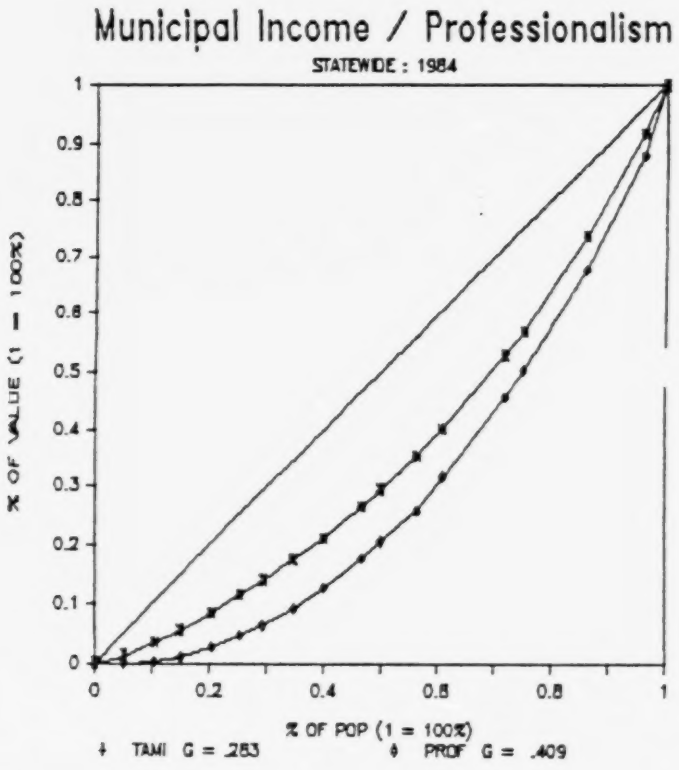
The Equal Share Point is an important adjunct to the Gini Index because two very dissimilar curves may have the same Gini value yet define very different disadvantaged populations. Figure IX illustrates this: the Equal Share Point for one curve is 80%, for the other it is 40%. Yet the Gini value is the same.

Figure IX



3. It is equally proper to use the Gini as a comparative measure of two or more distribution of different values. Figure (VII) provides an illustration of this capability by comparing inequality in the distribution of professional librarians within Massachusetts with the inequality of total municipal appropriation for libraries (TAMI).

Figure VII



Equal Share Point

This statistic measures the percentage of the population possessing less than the average share of the value concerned. That is, it measures the size of the disadvantaged population (it does not tell us how disadvantaged that population is -- that comes later).

The Equal Share Point is that point where the concentration curve has the same slope as, or begins to move closer to, the 45° "line of equality"; i.e., that point of the curve where the value of the tangent equals 1. A vertical line dropped from that point to the population scale on the x axis will give us the Equal Share Point. The percentage of population to the left is "disadvantaged" in terms of value possession; the percentage of

Schutz Coefficient

The Schutz Coefficient is another measurement based on the Equal Share Point; i.e., that point on the concentration curve where a tangential line will be parallel to the 45^{o} line of equality ($\text{Tan } 45^{o}=1$). Like the Gini it has a formula:

$$\text{SCHUTZ} = \sum_{X_{es}}^{100} \left(\frac{\Delta y}{\Delta X} - 1 \right) \Delta x$$

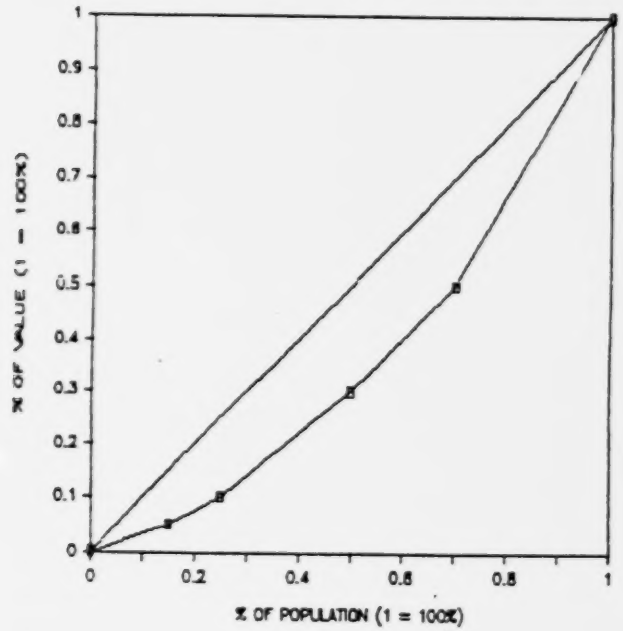
As with the Gini, we need not remember it or even understand it; except perhaps to note the similarity of the elements contained in both formulas. If this suggest to you that there is considerable similarity in what they measure, you are absolutely right. The Gini Index cumulates the distance connecting data points on the concentration curve and on the line of equality; the Schutz Coefficient cumulates the differences between the slopes (rates of change) between data points. Essentially, they measure the same thing, but from somewhat different perspectives. Figure X will, we hope, make this clear.

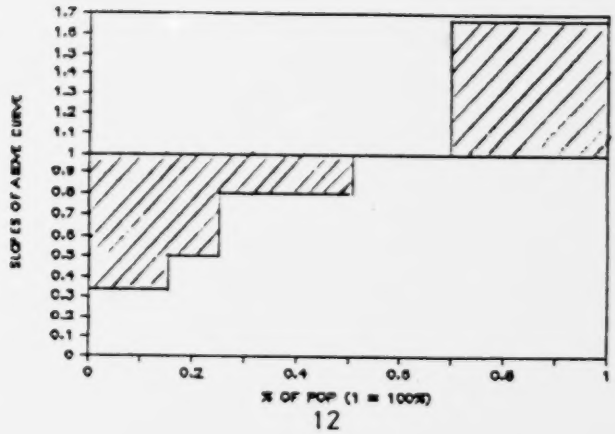
The concentration curve in Figure X is a reprise of the curve of Figure II: 5 data points for 5 municipalities; cumulated percent of population plotted against cumulated percent of value possession; Gini=.267; ES=50%. Below the curve is another graph of a type referred to as a "slopes curve"; a terrible misnomer inasmuch as it neither "slopes" nor "curves". What it does is plot, in geometric fashion, the area of disadvantage and the area of advantage. These areas are computed by simple rectangular measurement of values determined by the slopes and the cumulative populations. The total shaded area under the tangent line (area of disadvantage: minus values) will equal the total shaded area over the line (area of advantage: plus values). The total shaded area over the line with its plus value, is the Schutz Coefficient. The value of the Schutz Coefficient for Figure X is 20.00. As a total measure of inequality for a value distribution it is inferior to the Gini because it is not as universally comparable: it is affected by the number of population units in the distribution. But it has one desirable attribute that the Gini doesn't have.

If you will place a ruler vertical to the data points on the curve in Figure X and read down to the slopes curve graph you will see that it defines a measurable, rectangular shaded area of disadvantage or advantage for each population unit (municipality) in the distribution -- except for Municipality IV which has 20% of the population and 20% of the value and, therefore, a slope value of 1 which is plotted on top of the tangent line. Therefore, we have a measurement of inequality or equality for each municipality. This is the basis for our final statistic, the Index of Disadvantage/Advantage.

NOTE: You will not see many "slopes curves" actually plotted. We have done the one in Figure X just to illustrate the concept. They have limited visual impact unless the number of population units is small. The graph for a distribution containing the 351 cities and towns in Massachusetts would be a hopelessly confusing jumble.

Figure X





Index of Disadvantage/Advantage (IDA)

This is simply a distribution of the measurements of inequality or equality for each population unit contributing to the value of the Schutz Coefficient, as described above. We have multiplied each population unit value by a constant (we have used 100) to facilitate comparison. If is easier to visually compare -2.75 with -4.22 than it is to compare -.02753 with -.04220.

It is valid and meaningful to compare individual values so long as they are derived from the same data base. It is not valid to compare them if they are derived from different data bases; i,e, index figures from statewide distributions are comparable to each other, but index figures from statewide distributions are not comparable to index figures derived from county or population group distributions.

These are index figures contained in our Long Range Program, 1986 - 1991,

SUMMARY

Our methodology is now complete. We can measure:

1) Overall inequality in value possession (Gini).
2) The percentage of the population that is disadvantaged or advantage (Equal Share Point).
3) The extent to which indivdual population units are disadvantaged or advantaged (Schutz and IDA).

The above statistics constitute an integrated and comprehensive system for data gathering and data analysis for the purposes of measuring inequities in library services, support and support potential and designing corrective strategies. The emphasized point is particularly important. The methodology is ideally suited to modeling purposes. By this, we mean that it is responsive to the introduction of "what if" factors. The computational procedure is linked together in such a way that the introduction, deletion or amendment of data elements sets off a chain reaction to immediately modify the various measurements and indices produced. What if $500,000 would be appropriated for distribution to municipalities in proportion to their respective Indices of Disadvantage according to the equalized valuation of taxable property? i.e., to what extent would this reduce the various indices of inequality? What if $700,000 should be appropriated? or $1,000,000? How would certain changes in State Aid eligibility requirements affect the various indices? What would the implications be for various geographical areas and groupings according to population? These are but a few of the potential applications, and all are available in a matter of seconds once the basic data file is entered.

We must also point out that this represents only half of our statistical strategy. Our "Expectation of Equality", must be correlated with an "Expectation of Quality". There is a lesson for us in comparing, for municipalities of over 50,000 population, the Gini Index of inequality in municipal appropriation for library services and the mean per capita figures for that purpose for the years 1980 through 1984; i.e., since the enactment of proposition 2 1/2.

LOCAL APPROPRIATIONS FOR LIBRARY SERVICES: OVER 50,000 POPULATION

	1980	1981	1982	1983	1984
Gini Index	.228	.210	.206	.259	.264
Mean Per Capita	$10.41	$10.99	$9.93	$10.37	$11.00

As the figures indicate, the Gini Index reached its lowest value (least inequality) in 1982. Unfortunately, so did the dollar amount for library appropriations. It is self-evident that, given an unequal distribution of values, equality may be sought in two ways: You can give something more to those who are disadvantaged or you can take something away from those who are advantaged. Our strategy is the former, most definitely not the latter.

Given the vulnerability of local library budgets under the best of conditions, we can well understand the apprehension of directors and trustees of municipal libraries that show up particularly well on certain of these indexes. We will use those figures with discretion and would expect local library officials to do likewise. It is important to all of us that centers of better than average support and services continue to prosper.

We have included a printout of a computation of the Gini Index, the Schutz Coefficient, the Index of Disadvantage/Advantage, and the Lorenz Curve plot from which they were derived. We have also included a printout of cell formulas for the basic spreadsheet. Those familiar with Lotus should have no difficulty in tracking this.

The distribution utilized, Equalized Valuation of Taxable Property by Geographical Areas, was used primarily because it is small enough to provide a compact illustration of the methodology.

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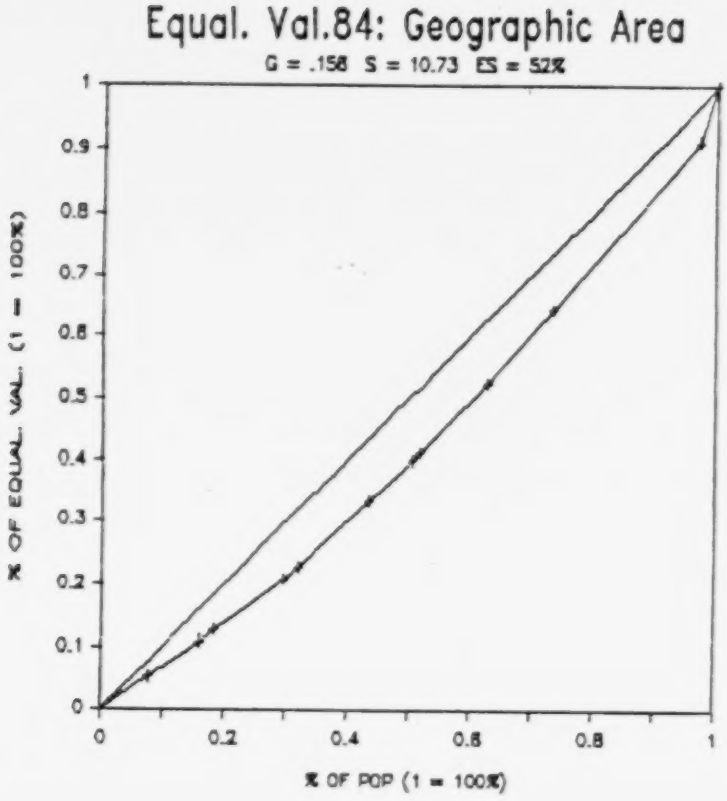
Equal. Val.84: Geographic Area
G = .158 S = 10.73 ES = 52%
% OF EQUAL. VAL. (1 = 100%)
% OF POP (1 = 100%)
0
0.1
0.2
0.3
0.4
0.5
0.6
0.7
0.8
0.9
1
0
0.2
0.4
0.6
0.8
1

EQUALIZED VALUATION OF TAXABLE PROPERTY: GEOGRAPHICAL AREA
1984

GEOGRAPHICAL AREA (Population Unit)	POP (X)	EV84 (Y)	%Pop (x)	%EV (y)	Slope (y/x)	Slope-1	Schutz	Cum x	Cum y	Two Pt Cum y	Gini
								0.00%	0.00%		
HAMPDEN CO.	443,018	7,765,051,669	0.0772	0.0518	0.6711	-0.3289	-2.5401	7.72%	5.18%	5.18%	0.004
BRISTOL CO.	474,641	8,584,544,176	0.0827	0.0573	0.6925	-0.3075	-2.5444	16.00%	10.91%	16.10%	0.013
HAMPSHIRE CO.	138,813	2,512,344,594	0.0242	0.0168	0.6930	-0.3070	-0.7430	18.42%	12.59%	23.50%	0.006
WORCESTER CO.	646,352	12,318,196,158	0.1127	0.0822	0.7297	-0.2703	-3.0457	29.69%	20.81%	33.40%	0.038
BERKSHIRE CO.	144,364	3,107,587,737	0.0252	0.0207	0.8242	-0.1758	-0.4424	32.20%	22.89%	43.70%	0.011
SUFFOLK CO.	650,142	15,580,315,981	0.1133	0.1040	0.9176	-0.0824	-0.9343	43.54%	33.29%	56.18%	0.064
PLYMOUTH CO.	405,437	9,947,749,143	0.0707	0.0664	0.9394	-0.0606	-0.4280	50.61%	39.93%	73.22%	0.052
FRANKLIN CO.	64,037	1,593,116,825	0.0112	0.0106	0.9526	-0.0474	-0.0530	51.72%	40.99%	80.92%	0.009
ESSEX CO	633,632	17,136,750,780	0.1105	0.1144	1.0355	0.0355	0.3925	62.77%	52.43%	93.42%	0.103
NORFOLK CO.	606,587	17,841,239,526	0.1058	0.1191	1.1262	0.1262	1.3343	73.34%	64.34%	116.77%	0.123
MIDDLESEX CO.	1,367,034	40,435,243,669	0.2383	0.2699	1.1325	0.1325	3.1587	97.18%	91.33%	155.67%	0.371
CAPE & ISLANDS	161,954	12,986,840,835	0.0282	0.0867	3.0703	2.0703	5.8455	100.00%	100.00%	191.33%	0.054
	5,736,011	$149,808,981,093	1.0000	1.0000			-10.7310				0.844
						SCHUTZ=	10.7310	51.72%=ES		GINI=	0.156

17

```
A1: 'EQUALIZED VALUATION OF TAXABLE PROPERTY: GEOGRAPHICAL AREA
A2: '1984
G2: 'Slope
J2: 'Cum x
K2: 'Cum y
L2: 'Two Pt
C5: 'POP (X)
D5: 'EV84 (Y)
E5: '%Pop (x)
F5: '%EV (y)
G5: '(y/x)
H5: 'Slope-1
I5: 'Schutz
J5: \=
K5: \=
L5: 'Cum y
M5: 'Gini
C6: \=
D6: \=
E6: \=
F6: \=
G6: \=
H6: \=
I6: \=
J6: (P2) 0
K6: (P2) 0
L6: (P2) \=
M6: \=
A7: 'HAMPDEN CO.
C7: (,0) 443018
D7: (,0) 7765051669
E7: (F4) +C7/$C$20
F7: (F4) +D7/$D$20
G7: (F4) +F7/E7
H7: (F4) +G7-1
I7: (F4) +H7*E7*100
J7: (P2) +E7
K7: (P2) +F7
L7: (P2) +K7
M7: (F3) +L7*E7
A8: 'BRISTOL CO.
C8: (,0) 474641
D8: (,0) 8584544176
E8: (F4) +C8/$C$20
F8: (F4) +D8/$D$20
G8: (F4) +F8/E8
H8: (F4) +G8-1
I8: (F4) +H8*E8*100
J8: (P2) +J7+E8
K8: (P2) +K7+F8
L8: (P2) +K7+K8
M8: (F3) +L8*E8
A9: 'HAMPSHIRE CO.
C9: (,0) 138813
D9: (,0) 2512344594
E9: (F4) +C9/$C$20
```

```
E9: (E4) +D9/$D$20
G9: (E4) +E9/E9
H9: (E4) +G9-1
I9: (E4) +H9*E9*100
J9: (P2) +J8+E9
K9: (P2) +K8+E9
L9: (P2) +K8+K9
M9: (E3) +L9*E9
A10: 'WORCESTER CO.
C10: (,0) 646352
D10: (,0) 12318196158
E10: (E4) +C10/$C$20
F10: (E4) +D10/$D$20
G10: (E4) +F10/E10
H10: (E4) +G10-1
I10: (E4) +H10*E10*100
J10: (P2) +J9+E10
K10: (P2) +K9+F10
L10: (P2) +K9+K10
M10: (E3) +L10*E10
A11: 'BERKSHIRE CO.
C11: (,0) 144364
D11: (,0) 3107587737
E11: (E4) +C11/$C$20
F11: (E4) +D11/$D$20
G11: (E4) +F11/E11
H11: (E4) +G11-1
I11: (E4) +H11*E11*100
J11: (P2) +J10+E11
K11: (P2) +K10+F11
L11: (P2) +K10+K11
M11: (E3) +L11*E11
A12: 'SUFFOLK CO.
C12: (,0) 650142
D12: (,0) 15580315981
E12: (E4) +C12/$C$20
F12: (E4) +D12/$D$20
G12: (E4) +F12/E12
H12: (E4) +G12-1
I12: (E4) +H12*E12*100
J12: (P2) +J11+E12
K12: (P2) +K11+F12
L12: (P2) +K11+K12
M12: (E3) +L12*E12
A13: 'PLYMOUTH CO.
C13: (,0) 405437
D13: (,0) 9947749143
E13: (E4) +C13/$C$20
F13: (E4) +D13/$D$20
G13: (E4) +F13/E13
H13: (E4) +G13-1
I13: (E4) +H13*E13*100
J13: (P2) +J12+E13
K13: (P2) +K12+F13
L13: (P2) +K12+K13
M13: (E3) +L13*E13
```

```
A14: 'FRANKLIN CO.
C14: (,0) 64037
D14: (,0) 1593116825
E14: (F4) +C14/$C$20
F14: (F4) +D14/$D$20
G14: (F4) +F14/E14
H14: (F4) +G14-1
I14: (F4) +H14*E14*100
J14: (P2) +J13+E14
K14: (P2) +K13+F14
L14: (P2) +K13+K14
M14: (F3) +L14*E14
A15: 'ESSEX CO
C15: (,0) 633632
D15: (,0) 17136750780
E15: (F4) +C15/$C$20
F15: (F4) +D15/$D$20
G15: (F4) +F15/E15
H15: (F4) +G15-1
I15: (F4) +H15*E15*100
J15: (P2) +J14+E15
K15: (P2) +K14+F15
L15: (P2) +K14+K15
M15: (F3) +L15*E15
A16: 'NORFOLK CO.
C16: (,0) 606587
D16: (,0) 17841239526
E16: (F4) +C16/$C$20
F16: (F4) +D16/$D$20
G16: (F4) +F16/E16
H16: (F4) +G16-1
I16: (F4) +H16*E16*100
J16: (P2) +J15+E16
K16: (P2) +K15+F16
L16: (P2) +K15+K16
M16: (F3) +L16*E16
A17: 'MIDDLESEX CO.
C17: (,0) 1367034
D17: (,0) 40435243669
E17: (F4) +C17/$C$20
F17: (F4) +D17/$D$20
G17: (F4) +F17/E17
H17: (F4) +G17-1
I17: (F4) +H17*E17*100
J17: (P2) +J16+E17
K17: (P2) +K16+F17
L17: (P2) +K16+K17
M17: (F3) +L17*E17
A18: 'CAPE & ISLANDS
C18: (,0) 161954
D18: (,0) 12986840835
E18: (F4) +C18/$C$20
F18: (F4) +D18/$D$20
G18: (F4) +F18/E18
H18: (F4) +G18-1
I18: (F4) +H18*E18*100
```

```
J18: (P2) +J17+E18
K18: (P2) +K17+F18
L18: (P2) +K17+K18
M18: (F3) +L18*E18
C19: (,0) \-
D19: (,0) \-
E19: (F4) \-
F19: (F4) \-
I19: (F4) \-
M19: (F3) \-
C20: (,0) 5736011
D20: (C0) 149808981093
E20: (F4) @SUM(E7..E18)
F20: (F4) @SUM(F7..F18)
I20: (F4) @SUM(I7..I14)
M20: (F3) @SUM(M8..M18)
H21: (F4) 'SCHUTZ=
I21: (F4) @SUM(I15..I18)
J21: (P2) 0.5172
K21: '=ES
L21: 'GINI=
M21: (F3) 1-M20
```

EQUALIZED VALUATION OF TAXABLE PROPERTY: GEOGRAPHICAL AREA
1984

Index of Disadvantage/Advantage (100 x incremental values of Schutz Coefficient) Ranked from Most Disadvantaged (- values) to Most Advantaged (+ values)

RANK	MUNICIPALITY	INDEX OF DISADVANTAGE/ ADVANTAGE
1	WORCESTER CO.	-304.57
2	BRISTOL CO.	-254.44
3	HAMPDEN CO.	-254.01
4	SUFFOLK CO.	-93.43
5	HAMPSHIRE CO.	-74.30
6	BERKSHIRE CO.	-44.24
7	PLYMOUTH CO.	-42.80
8	FRANKLIN CO.	-5.30
9	ESSEX CO	39.25
10	NORFOLK CO.	133.43
11	MIDDLESEX CO.	315.87
12	CAPE & ISLANDS	584.55

APPENDIX E

MUNICIPALITIES IDENTIFIED AS BEING DISADVANTAGED

1.200. DISADVANTAGED
(Culturally, Socioeconomically, Educationally)

DISADVANTAGED COMMUNITIES FY 1986

Amesbury
Athol
Ayer
Belchertown
Berkley
Blandford
Boston
Brockton
Brookfield
Charlemont
Charlton
Chelsea
Chester
Chesterfield
Cummington
Dighton
Eastham
Erving
Evertt
Fall River
Fitchburg
Florida
Gardner
Gloucester
Greenfield
Hancock
Hanson
Hardwick
Haverhill
Hawley
Holland
Holyoke
Hopedale
Hubbardston
Hull
Huntington
Lawrence
Lowell
Marion
Middleborough
Middlefield
Milford
Millbury
Millville
Monroe
New Bedford
New Salem
Newbury
North Adams
Oakham
Orange
Oxford
Peru
Phillipston
Pittsfield
Plainfield
Provincetown
Revere
Rockland
Rockport
Rowe
Royalston
Salisbury
Savoy
Shirley
Southbridge
Springfield
Sturbridge
Sutton
Taunton
Tolland
Truro
Uxbridge
Wales
Ware
Wareham
Warwick
Webster
Wellfleet
Wendell
West Newbury
Westport
Winchendon
Worcester

APPENDIX F

MUNICIPALITIES IDENTIFIED AS BEING METROPOLITAN AREAS

1.450. STRENGTHENING METROPOLITAN LIBRARIES

Central Cities of Metropolitan Statistical Areas

Attleborough
Boston
Brockton
Cambridge
Fall River
Fitchburg
Framingham
Gloucester
Haverhill
Holyoke
Lawrence
Leominster
Lowell
Lynn
New Bedford
Northampton
Pittsfield
Salem
Springfield
Waltham
Westfield
Worcester

APPENDIX G

MUNICIPALITIES IDENTIFIED AS HAVING A HIGH PERCENTAGE OF LIMITED ENGLISH-SPEAKING PERSONS

1.500. LIMITED ENGLISH-SPEAKING

Eastern Region

Arlington	Chelsea	Lexington	New Bedford	Somerset
Attleboro	Dartmouth	Lowell	Newton	Somerville
Belmont	Everett	Lynn	Norwood	Stoughton
Boston	Fall River	Malden	Peabody	Taunton
Braintree	Framingham	Marlborough	Quincy	Waltham
Brockton	Gloucester	Medford	Randolph	Watertown
Brookline	Haverhill	Methuen	Revere	Woburn
Cambridge	Lawrence	Natick	Salem	

Central Region

Clinton	Gardner	Leominster	Southbridge
Fitchburg	Hudson	Milford	Worcester

Western Region

Chicopee	Ludlow	Springfield	Westfield
Holyoke	Pittsfield		

APPENDIX H

ACRONYMS AND ABBREVIATIONS USED IN THE **MASSACHUSETTS LONG RANGE PROGRAM (1986 - 1991)**

ABE	Adult Basic Education
ABLE	Automated Bristol Library Exchange
A.C.A.	American Correctional Association
A.I.A.	American Institute of Architects
A.I.R.S.	Alliance of Information and Referral Systems
A.L.A.	American Library Association
BRS	Bibliographic Retrieval Services
CD ROM	Compact Disk Read Only Memory
CFR	Code of Federal Regulations
CLENERT	American Library Association. Continuing Education Network and Exchange Roundtable
CPU	Central Processing Unit
C/W MARS	Central/Western Massachusetts Automated Resource Sharing
ESEA	Elementary and Secondary Education Act
ESL	English as a Second Language
HEGIS	Higher Education General Information Survey
ILL	Interlibrary Loan
INC	Information Network Center
I&R	Information and Referral
JAILS	Joint Assessment of Institutional Library Services
LEP	Limited English Proficient
L.S.C.A.	Library Services and Construction Act
MARC	Machine-Readable Cataloging
M.B.L.C.	Massachusetts Board of Library Commissioners
M.C.B.	Massachusetts Commission for the Blind
MCCLPHEI	Massachusetts Conference of Chief Librarians of Public Higher Education Institutions
M.G.L.	Massachusetts General Laws
MLN	Minuteman Library Network
MSA	Metropolitan Statistical Area
MURL	Major Urban Resource Library
MVLC	Merrimack Valley Library Consortium
N.A.C.	Network Advisory Committee
NELINET	New England Library Network
NOBLE	North of Boston Library Exchange
OCLC	Online Computer Library Center
OCLN	Old Colony Library Network
P.L.	Public Law
RAC	Regional Advisory Council
S.A.C.L.	Statewide Advisory Council on Libraries
S.L.A.	Special Library Association
U.S.	United States

APPENDIX I

Long Range Program Development Milestones

17 October 1984:	Library Services and Construction Act. P.L. 98-480, signed into law by President Reagan.
November 1984:	L.S.C.A. Administrative Librarian informs M.B.L.C. that Massachusetts needs to develop a new Long Range Program in compliance with the new statute and forthcoming regulations.
November - December 1984:	M.B.L.C. staff begin internal planning process for developing a new Long Range Program.
10 January 1985:	A staff memorandum to members of the Statewide Advisory Council on Libraries (SACL) indicates the need for a new Long Range Program and includes discussion about the development process as an agenda item for the 12 February SACL meeting.
12 February 1985:	SACL Meeting. SACL requests that staff design a proposal for a Long Range Program development process.
14 March 1985:	SACL Meeting. SACL reviews the staff's preliminary proposal for the Program development process.
22 April 1985:	SACL Meeting. Staff presents SACL with their final proposal for Long Range Program development procedures and process. SACL approves the final proposal. NOTE: The process for developing the Long Range Program is based upon input and reaction from the library community. To facilitate that process, five Task Groups are appointed by the Chair of SACL. Each Task Group is assigned specific areas of the Program for review and development. Task group member appointments insofar as possible reflect the regional areas of the Commonwealth and expertise in the area of topic assignment. Each staff consultant and SACL member is appointed to serve with a Task Group. A Long Range Program Coordinating Committee composed of the Task Group Chairs, the SACL Chair, and the Commissioner appointed as SACL liaison is also established. For a list of Task Group members, see the last pages of this section.
May - July 1985:	Task Groups meet, organize, and begin work.

24 July 1985:	Directors of metropolitan libraries (libraries in municipalities with populations of 50,000 and higher) and representatives of the Regional Public Library Systems attend a meeting to express their concerns relative to the Long Range Program.
August - September 1985:	Task Groups complete first drafts of assigned sections and forward to staff for compilation and edit.
30 September 1985:	First Draft completed and forwarded to M.B.L.C., SACL, federal program officer, and Task Group members.
October 1-25:	Individual Task Groups meet to review and react to First Draft.
10 October 1985:	First Draft Title III section presented at Network Advisory Committee Meeting.
15 October 1985:	The First Draft of the Long Range Program is mailed to all public and academic libraries, and to selected institutional, school, and special libraries. Invitations to "Town Meetings" are included in the mailing. "Town Meetings" are public meetings held in order to provide a forum for discussion about the First Draft. Written responses to the First Draft are also invited.
31 October 1985:	Long Range Program (LRP) Coordinating Committee meets to review Task Group reactions to First Draft.
12 November 1985:	"Town Meeting" - Northborough Public Library
13 November 1985:	"Town Meeting" - Reading Public Library
15 November 1985:	"Town Meeting" - Pittsfield Athenaeum
18 November 1985:	"Town Meeting" - Bridgewater Public Library
21 November 1985:	"Town Meeting" - Wilbraham Public Library
November 22-26:	Staff compile written responses to Draft and Town Meeting Comments. Reaction Sheets are mailed to Task Groups.
November 27 - December 5, 1985:	Task Groups meet to review and revise their assigned sections of the LRP incorporating written comments and "Town Meeting" input.
December 6-8:	A weekend RETREAT is held at the University of Massachusetts in Amherst. The purpose of the Retreat is to produce the Second Draft LRP. Retreat attendance includes: SACL, staff L.S.C.A. consultants, the LRP Coordinating

Committee, the M.B.L.C.'s SACL liaison, the Chair of the Network Advisory Committee, the Director of the M.B.L.C., the present and the former M.B.L.C. Heads of Library Development.

[illegible] December 1985:	Second Draft mailed to SACL, LRP Coordinating Committee, M.B.L.C., Task Group members, and federal program officer.
[illegible] January 1986:	Second Draft mailed to the same libraries which received the First Draft. An invitation to respond in writing to the draft is included in the mailing.
14 January 1986:	Second Draft Title III section presented at Network Advisory Committee Meeting.
January 28 - February 5 1986:	Task Groups meet to review and revise their assigned sections of the LRP incorporating written responses to the Second Draft.
13 February 1986:	LRP Coordinating Committee meets to review Task Group revisions and the written responses from library community in preparation for the development of the Final Draft.
February 14-20:	Staff prepares proposed Final Draft.
20 February 1986:	Proposed Final Draft is mailed to SACL. M.B.L.C., Task Group members and federal program officer.
3 March 1986:	Written comments received from federal program officer. Staff compiles proposed revisions in responses to comments.
4 March 1986	Combined SACL/LRP Coordinating Committee Meeting. Final Draft incorporating revisions is approved and recommended for acceptance to M.B.L.C.
3 April 1986	M.B.L.C. votes to approve the **Long Range Program (1987 - 1991)** as submitted and revised by the Statewide Advisory Council on Libraries.

TASK GROUPS

Task Group # 1: Literacy; Limited-English Speaking Populations; Disadvantaged Users; Information and Referral centers.

Chair: Nan Becker, Coordinator, Answers I & R Program, Memorial Hall Library, Andover

Members:

Haydee Chipoco-Hodis, Brightwood Branch, Springfield City Library

Roberta Soolman, Director, Literacy Volunteers of Mass.

Elaine McLean, Codman Square Branch, Boston Public Library

Chris Kardokis, Outreach Librarian, Worcester Public Library

SACL: Brenda Gadsen; Paula Polk; Gary Glenn
M.B.L.C. Staff: Shelley Quezada: Louise Kanus

Task Group # 2: Library Services to the Institutionalized; the Blind and Physically Handicapped; and the Elderly

Chair: Cynthia Doctoroff, Librarian, Massachusetts Mental Health Center

Members:

John Ramsey, Director, Auburn Free Public Library

Millie Hilliard, National Federation for the Blind

Alice Welsh, Librarian, Rutland Heights Hospital

Marlene Temsky, Talking Book Library, Worcester

SACL: Sandra Souza; Patricia Kirk
M.B.L.C. Staff: Sarah Person

Task Group # 3: Public Library Facilities

Chair: Barbara Nelson Fish, Independent Building Consultant
Members:

Janice Lauzon, Consultant, Central Massachusetts Regional Library System

Marnie Warner, Coordinator of the Trial Court Library System

Lynda Heller, Director Walpole Public Library

Maureen Killoran, Director, Millbury Public Library (resigned 10/85)

Robert Rice, Director, Levi Heywood Memorial Library, Gardner (appointed 10/85)

SACL: Anne M. O'Brien
M.B.L.C. Staff: Thomas Ploeg

Task Group # 4: Section A - Major Urban Resource Libraries; Strengthening Metropolitan Libraries. Section B - Interlibrary Cooperation and Resource Sharing

Chair: James Fish, Director, Springfield City Library

Members, Section A:

Arthur Curley, Director, Boston Public Library

Nancy Jacobson, Director, Memorial Hall Library, Andover

Joseph Hopkins, Director, Worcester Free Public Library

Arthur Kissner, Director, Fitchburg Public Library

John Fuchs, Director, Pittsfield Atheneaum

Members, Section B:

Bruce Baker, Regional Administrator, Western Massachusetts Regional Library System

Margo Crist, Regional Administrator, Central Massachusetts Regional Library System

Donald Dunn, Librarian, Law Library, Western New College

Cathy Norton, Marine Biological Laboratory Library

Patricia Oyler, Associate Professor, Graduate School of Library and Information Science, Simmons College

Laima Mockus, Director, NELINET, Inc.

SACL: Lisa Dagdigian; Colin McKirdy; Judith Weinberg Foster

M.B.L.C. Staff: Robert Dugan; Jane Ouderkirk

Task Group # 5: Policies and Procedures related to L.S.C.A. program operations; development of measures of adequacy

Chair: Mary A. Heneghan, Regional Administrator, Eastern Massachusetts Regional Library System

Members:

Dennis Corcoran, Director, Ventress Memorial Library, Marshfield

Paul Browning, Director, Hubbard Memorial Library, Ludlow

Susan Theriault, Director, Leominster Public Library

SACL: Bonnie Isman; Richard Ferguson, Jr.

M.B.L.C. Staff: Jane Ouderkirk; Thomas Ploeg

Long Range Program Coordinating Committee

Chair: Richard Gladstone (SACL Chair)

Members:

Anne B. Murphy (Commissioner, M.B.L.C./SACL liaison)

Nan Becker (Chair, Task Group # 1)

Cynthia Doctoroff (Chair, Task Group # 2)

Barbara Nelson Fish (Chair, Task Group # 3)

James Fish (Chair, Task Group # 4)

Mary A. Heneghan (Chair, Task Group # 5)

M.B.L.C. Staff: Robert Dugan; Jane Ouderkirk; Thomas Ploeg

* Special assistance in the development of the Second Draft provided by Marge Fischer, Chair of the Network Advisory Committee and by Mary Burgarella, former Head of Library Development, M.B.L.C.

STATEWIDE ADVISORY COUNCIL ON LIBRARIES, FY1986

Name	Representing	Term Expires
Richard Gladstone Chair (to 3/4/86)	Users	12/31/86
Sandra Souza Chair (from 3/4/86)	Institutional Libraries	12/31/86
Brenda Gadsen	Disadvantaged Users	12/31/86
Bonnie Isman	Public Libraries	12/31/86
Lisa Dagdigian	Public Libraries	12/31/87
Gary A. Glenn	Users	12/31/87
Patricia Kirk	Libraries Serving the Handicapped	12/31/87
Judith W. Foster	Special Libraries	12/31/87
Tamson Ely	Academic Libraries	12/31/88
Anne M. O'Brien	Public Libraries	12/31/88
Vivian Robb	School Libraries	12/31/88
David Rosen	Users	12/31/88
Colin McKirdy	Academic Libraries	12/31/85
Paula Polk	School Libraries	12/31/85
Richard Ferguson, Jr.	Users	12/31/85

MASSACHUSETTS BOARD OF LIBRARY COMMISSIONERS, FY1987

Samuel Sass, Chairman	Pittsfield
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Solomon Rosenbaum, Esq.	Fitchburg